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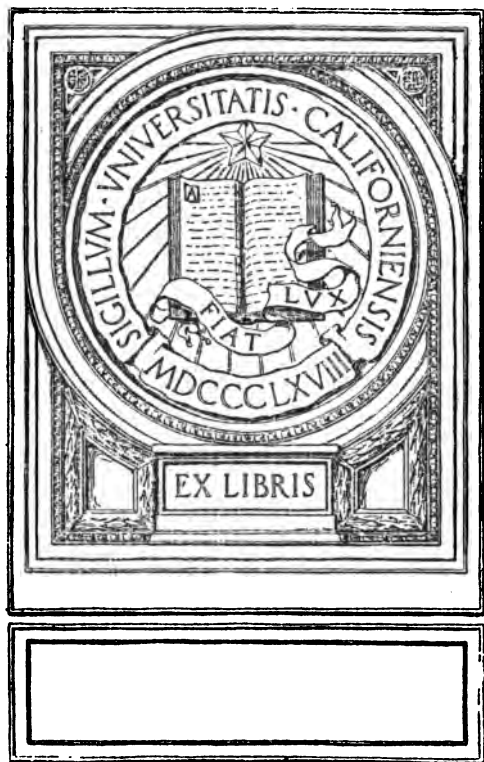
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NAVY CORRESPONDENCE
REPORTS AND ORDERS

BY LUCIUS HUDSON HOLT



**MILITARY CORRESPONDENCE,
REPORTS AND ORDERS**

MILITARY CORRESPONDENCE REPORTS AND ORDERS

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NO. 1000
ABSTRACTS

(G. O. 22)

**Headquarters United States Military Academy,
West Point, N. Y., September 18, 1920.**

**General Orders, }
No. 22.**

Under authority of the Secretary of War contained in indorsement War Department, A. G. O., September 15, 1920, "Military Correspondence, Reports and Orders," by Colonel L. H. Holt, U. S. A., Professor of English and History, U. S. Military Academy, has been adopted as a text-book for use with the classes in English in the department of English and history.

(461.1)

By command of Brigadier General MacArthur:

W. A. GANOE,
Major of Infantry,
Adjutant.

435701

CONTENTS

CHAPTER	PAGE
I MILITARY COMMUNICATIONS: GENERAL . . .	I
II OFFICIAL CORRESPONDENCE	6
III BUSINESS AND SOCIAL CORRESPONDENCE . . .	31
IV THE OFFICIAL REPORT	51
V FIELD MESSAGES	63
VI ORDERS	69
APPENDICES:	
A. FORMS FOR FIELD ORDERS, ADMINISTRATIVE ORDERS AND ANNEXES	127
B. SAMPLE ORDERS AND TABLES	172
C. ABBREVIATIONS	198

**MILITARY CORRESPONDENCE,
REPORTS AND ORDERS**

CHAPTER I

MILITARY COMMUNICATIONS: GENERAL

In entering upon the study and practice of Military Communications, it is essential at the outset to recognize the fact that the English used in such communications is subject to precisely the same rules as the English used in any kind of civilian communications. The principles of Unity, Coherence, and Emphasis, which have been stressed in the regular composition work, apply with equal aptness to military correspondence.

One difference, however, should be noted: — in civilian communications, failure to observe these principles need not necessarily be fatal; in military communications, such failure usually is fatal. If a civilian has not made his meaning clear and unmistakable, time and modern conveniences of telephone and telegraph may be used to correct and clarify his message. But if an officer has not made his meaning clear at a time when turmoil and confusion exist to a degree unknown in civilian life and when a delay of minutes may spell defeat, his failure is fatal to his cause. An officer above all other things in military communications must learn to write, not merely so that he *may* be understood, but *so that he cannot be misunderstood*.

Hence, in this introduction to the study of military communications we may well review briefly those fundamental principles of composition which, applied in all written work, produce unmistakable clearness.

Words. First, in his use of words, the commander

~~must learn to be accurate.~~ If he is to succeed in his direction of military operations, he must cultivate the power of saying exactly what he means, and of leaving no room for misunderstanding or misinterpretation. In order to be certain that the several elements of his command are in precisely the locations he desires them to be, he must be sure that he has given his orders in an absolutely clear and definite form.

To achieve this accuracy in his words, the commander *must use concrete words, must avoid words implying a vague and indefinite amount, nature, manner, or degree, and must be concise.*

He must use concrete words. The concrete, specific, exact word goes far toward rendering his meaning unmistakable. For example: "Company B will leave camp at 4:45 A. M." is more specific and consequently more accurate than "Company B will leave camp at sunrise." And again: "Battery A will take up a position one hundred yards east of the crest of Hill 77" is more definite and consequently more accurate than "Battery A will take up a position east of Hill 77."

He must avoid words implying a vague and indefinite amount, nature, manner, or degree. Such words are: *kind of, very, sort of, quite, exceedingly, somewhat, rather, nearly, almost,* and the like. The use of such words in an order will inevitably result in such vagueness as will destroy the accuracy of the communication. "Three hundred yards west of Blank, the enemy's trenches are fifty yards distant from ours" is accurate, whereas, "Near Blank, the enemy's trenches are very close to ours" is not accurate. "Company C has only five rounds of ammunition per man left" is accurate: "Company C has almost exhausted its ammunition" is not accurate.

He must be concise. Where one word suffices to express his exact meaning, he must select that word and use no other. The possibility of misunderstanding increases with the number of words he puts in his order. "The —th division will hold the line X to Y until further orders" is accurate: "The —th division will endeavor to maintain its position along the line from the town of X to the town of Y until it receives further orders" is not so concise and is hence correspondingly inaccurate.

Sentences. The sentence is the simplest and shortest combination of words to transmit a single complete thought. To achieve his purpose in transmitting his commands, an officer must learn to express his thoughts in such direct and unmistakable form that his subordinates cannot possibly misunderstand or misinterpret him. The power thus to express himself depends upon his mastery of correct sentence construction, in addition to his choice of accurate words. Many pitfalls exist in sentence construction for the ignorant or careless writer: he must learn to avoid them if he wishes to become master of expression.

For military communications, the military commander must make his sentences *short, positive, and correct.*

He must make his sentences short. This requirement is distinctly laid down by Field Service Regulations (Par. 89, 1914) in discussing Field Orders: "*Field Orders* are brief; short sentences are easily understood." Here are given both the requirement and the reason therefor. Long sentences inevitably increase the possibilities of misunderstanding. Let the military commander assiduously cultivate the habit of issuing his orders in short crisp sentences, accurately worded, and he may feel certain that he will not be misunderstood.

He must make his sentences positive. Statements must

be in the affirmative, not in the negative. Again, this requirement is set forth in the Field Service Regulations (Par. 89, 1914):—"As a rule, an affirmative form of expression is used. Such an order as: 'The field train will not accompany the command!' is defective, because the gist of the order depends upon the simple word 'not.'" Here, as before, are given both the requirement and the reason therefor.

He must make his sentences correct. Incorrectness opens the way to misunderstanding. A faulty reference or a misplaced modifier may render the communication unintelligible to the recipient.

Paragraphs. The paragraph is a more important element in military communications than it is in civilian writing. It is necessary, therefore, to understand its function and master its use.

As in civilian writing, so in military communications the paragraph consists of a statement and establishment of a single topic. Often in orders it is unnecessary to do more than present the clear, well-defined, concise statement of the topic, so that the successive paragraphs of an order will consist each of a single direct sentence. The unforgiveable fault in respect to paragraphs in military communications is to include more than one topic within the limits of the paragraph. Such communications may have to be deciphered in the midst of all the noise, confusion, and fatigue attending an engagement:—if at such a time the reader has to puzzle over the message, to spend time in unraveling its meaning, his tired mind is liable to fail to appreciate the proper importance of the separate elements. Each topic must have a paragraph to itself, then, in the completed military communication, in order that without difficulty and without possibility of

misunderstanding the reader may receive the writer's message.

Everything that we have said with respect to the writing of military communications bears, it will be noted, directly upon the one essential point:—the writer must frame his communications *so that he cannot be misunderstood*. The discussion in the later chapters of this volume is intended to cover the various types of military correspondence, reports, and orders, and to give practical directions how best to accomplish the desired result.

CHAPTER II

OFFICIAL CORRESPONDENCE

A. METHOD

Detailed instructions with respect to the method of writing letters and indorsements are contained in paragraph 174, Compilation of General Orders, Circulars, and Bulletins of the War Department, 1881-1915, as changed by C. C. of O. numbers 13 and 22. This paragraph is printed below.

174. Method of Writing Letters and Indorsements.—The method of writing letters and indorsements prescribed herein will be used in all official correspondence in the service of the War Department and the Army and with bureaus of the executive departments:

1. *Heading, subject, and number of letter.*—The letter will begin with the place and date, written as at present; below this, beginning at the left hand margin, will come the word "From," followed by the official designation of the writer, or, in the absence of any official designation, the name of the writer with his rank and regiment, corps, or department; below this, also beginning at the left hand margin, will come the word "To," followed by the official designation or name of the person addressed. Next will come the subject of the communication, indicated as briefly as possible and in not to exceed 10 words. The words "From," "To," and "Subject" will begin on the same vertical line. The sending office number of the communication will appear in the upper left-hand corner.

Example

176. HQ, 2ND Corps Area,
GOVERNORS ISLAND, N. Y., May 25, 1911.
From: The Corps Area Adjutant.
To: Captain John A. Smith, 1st Inf.
(Through C. O., Madison Barracks, N. Y.)
Subject: Delay in submitting reports.

The Commanding General directs that you submit without further delay the reports of your recent inspection of the Organized Militia of the State of New York, and that you submit an explanation of your failure to comply with Par. 6, S. O. 25, c. s., these headquarters.

J. R. HENRY.

In case of letter paper, the upper third, and in the case of foolscap, the upper fourth of the sheet, will be devoted solely to the matter described in this paragraph. (See Par. 7.)

When window envelopes are available, and it is practicable under the following instructions, they may be used in official correspondence.

When window envelopes are used the preparation of the heading of communications and the matter contained on the first fold will be as indicated in the examples.

Nothing but the word "To" and the name and address of the office or person addressed will appear on the first fold for a distance of $1\frac{11}{16}$ inches from the bottom of the fold. The address will be so placed that no part of it will be hidden by reason of a shifting of the letter in the envelope. These instructions relate to letter paper 8 by $10\frac{1}{2}$ inches and to a $3\frac{7}{8}$ by $8\frac{7}{8}$ inch window envelope. The paper must be folded so that the first fold will be $3\frac{1}{2}$ inches wide.

When the printed or written heading clearly indicates

the office from which the communication emanates, the usual expression "From: " will be omitted.

When the letter heads are printed under existing regulations, the name and location of the office, the words "In reply refer to," "Subject:" and "To:" may be printed.

The following examples should be used as a guide in carrying out these instructions:

WAR DEPARTMENT
THE ADJUTANT GENERAL'S OFFICE
WASHINGTON

November 1, 1919.

In reply

refer to 343.14, Misc. Div. A. G. O.

Subject: Pistol practice for soldiers doing guard duty.

To: Commanding General,
2nd Corps Area,
Governors Island, N. Y.

HEADQUARTERS, 2ND CORPS AREA,
GOVERNORS ISLAND, NEW YORK,

November 15, 1919

In reply

refer to 176 2nd C. A.

Subject: Delay in submitting reports.

From: The Commanding General.

To: Captain John A. Smith, 1st Inf.,
Madison Barracks,
New York.

HEADQUARTERS, 2ND CORPS AREA,
GOVERNORS ISLAND, NEW YORK,
November 1, 1919

In reply

refer to 176 E Dept.

Subject: Delay in submitting reports.

From: The Commanding General.

To: Captain John A. Smith, 1st Infantry. Through

Commanding Officer,
Madison Barracks,
New York.

COMPANY A, 63RD INFANTRY,
MADISON BARRACKS, N. Y.
November 1, 1919

In reply

refer to Doc. 216.

Subject: Investigation of case of Pvt. George A. Smith,
7538272.

To: Commanding Officer,
63rd Infantry,
Fort Ontario,
New York.

2. *Body*.— Then will come the body of the letter, which, when typewritten, will be written single-spaced, with a double space between paragraphs, which will be numbered consecutively.

3. *Signature*.— The body of the letter will be followed by the signature. If the rank and regiment, corps or department of the writer appear at the beginning of the letter, they will not appear after his name; but if they do

not appear at the beginning of the letter, they will follow after his name as at present. For example:

COMPANY A, 24TH INFANTRY,

MADISON BARRACKS, N. Y., *Jan. 3, 1911.*

From: Commanding Officer, Co. A, 24th Inf.

To: The Commanding Officer.

Subject: Pvt. Smith's case.

The case of Pvt. Smith has been investigated and charges have been preferred under the 62 A. W.

ROBERT JONES,
Robert Jones,
1st Lt., 24th Inf.

MADISON BARRACKS, N. Y.,
Jan. 10, 1911.

From: Capt. John A. Smith, 24th Inf.

To: The Adjutant General of the Army.

Subject: Leave of absence.

I have this day taken advantage of leave granted me by Par. 1, S. O. 21, HQ 2nd Corps Area, 1911. My address will be c/o Army and Navy Club, Grammercy Park, New York, N. Y.

JOHN A. SMITH.

4. *Omission of ceremonial forms.*—All ceremonial forms at the beginning and end of letters, such as "Sir," "I have the honor," "I would respectfully," "Very respectfully," etc., will be omitted.

5. *Use of only one side of sheet.*—Only one side of the paper will be used, the writing beginning about one inch from the top.

6. *Office marks.*—The stamps bearing office numbers will be placed on the back of the lower fold of the first sheet. The received and received-back stamps will be

placed immediately below the body of the letter, and, in the case of indorsements, immediately after the proper indorsement. When a communication of two or more sheets is filed, the back of the lower fold of the first sheet will be on the outside, thus exposing to view the office numbers.

7. *Brief*.— The matter described in paragraph 1 of this order will constitute the brief of the letter.

8. *Folding*.— Letter paper will be folded in three, and foolscap in four, equal folds, parallel with the writing; the top fold will be folded towards the back of the letter and the lower fold over the face of the letter. In three-fold letters both the brief and the office mark will be on the outside. In three-fold letters of more than one sheet the two lower folds of the sheet other than the first will be placed between the first and second folds of the first sheet, thus exposing to view both the brief and the office mark. In four-fold letters, whether of one or more sheets, the brief will be exposed to view by covering the office mark fold, or the office mark be exposed to view by covering the brief, according as it is desired to keep either the one or the other exposed to view for the purpose in hand.

9. *Inclosures*.— All inclosures will be numbered and will be given the proper office marks. Inclosures to the original communication will be noted on the face of the letter to the left of the signature. If others are added when an indorsement is made, their number will be noted at the foot of the indorsement to which they pertain and also on the back of the lower fold of the first sheet of the original communication. To the latter notation will be added the number of the indorsement to which they belong, thus "One inclosure — fifth indorsement." Inclosures to indorsements are numbered in the same series as those of the original paper and the number of the indorse-

ment to which they belong is added below. If few in number and not bulky, inclosures may be kept inside the original paper; otherwise they will be folded together in a wrapper marked "Inclosures." Officers through whose hands official papers pass will make the inclosures secure when they are not so. The entry of serial numbers on inclosures and of notations on papers to show the presence of inclosures to an original communication or to show inclosures added to or withdrawn from a case when indorsements are written, as illustrated by the Correspondence Model distributed by The Adjutant General of the Army, will be made in the office in which the inclosures concerned originate or are added or withdrawn. The total number of inclosures accompanying a paper will be noted at the foot of each indorsement thereon.

INDORSEMENTS

10. *Form.*—The writing width of indorsements will be the same as that of letters. The first indorsements will begin about one-half inch below the rank and after the signature of the writer of the letter, and succeeding indorsements will follow one another serially, with a space of about one-half inch between indorsements.

The serial number of the indorsement, the place, the date, and to whom written, will be written as shown in the example (par. 21).

When typewritten, indorsements will be written single-spaced with a double space between paragraphs. The paragraphs will be numbered consecutively.

11. *Additional sheets.*—Should one or more additional sheets be necessary for indorsements, sheets of the same size as the letter will be used.

12. "*Respectfully referred,*" etc., to be omitted.—In referring, transmitting, forwarding and returning papers,

the expressions "Respectfully referred," "Respectfully transmitted," "Respectfully forwarded," and "Respectfully returned," will be omitted.

13. *Routine indorsements to be signed with initials.*—Indorsements of a routine nature, referring, transmitting, forwarding, and returning papers, will not be signed with the full name, but with the initials. For example:

1st Ind.

HQ 24th Inf., Madison Bks., N. Y., Jan. 1, 1911 — To C. O.,
24th Inf.

To note and return. M. A. R.

2nd Ind.

Co. C, 24th Inf., Madison Bks., N. Y., Jan. 2, 1911 — To
the Commanding Officer.

Returned. Contents noted. I. K. S.

Nothing in this order shall be construed as prohibiting the practice that obtains at present at department, and other headquarters of referring, transmitting, forwarding, and returning papers to the various staff officers thereat without signature or initials.

LETTERS AND INDORSEMENTS

14. *Numbering of pages.*—The pages, beginning with the first, will be numbered midway about one-half inch from the bottom. In referring to an indorsement by number the number of the page will also be given. Thus: "5th Ind., page 3."

15. *Carbon copies.*— All letters and indorsements that are typewritten, excepting letters of transmittal, reports of taking leave of absence, periodical reports, and other communications of a similar nature, will be made with two carbon copies; one copy will be retained for the records of the office in which the letter was written, and the other will be forwarded with the communication for the files of the first office in which a complete copy of the communication is required for the records, but such forwarded copy will not be regarded as an inclosure within the meaning of paragraph 9, of this order. The carbon copy retained for the office record will be initialed by the person responsible for the letter, and such person is charged with the duty of seeing that the name of the official who signs the letter and any changes made before signature are inserted in the carbon. When a complete copy of a communication is not required for the records of an intermediate office the carbon copy will be forwarded to the next office. The carbon copies will be made on ordinary paper and the retained copy filed in the document file. The provisions of this paragraph apply only to communications addressed to individuals within the military service.

16. *Press copies.*— Press copies will not be used except by written authority of the Secretary of War.

17. Communications written prior to the receipt of this order are not subject to its provisions when in the future they are received or transmitted by any office or individual.

18. *Printed and multigraph forms.*— Nothing in this order is intended to prohibit the use of printed or multigraph forms of letters and indorsements in offices now using such forms, provided the forms conform to the general principles of this order. The back of the first sheet

of such forms, except the fold containing office marks, may be used for indorsements.

19. *Channels of communication.*—All classes of official communications heretofore addressed to adjutants or to adjutants general other than The Adjutant General of the Army will in the future be addressed to the commanding officer concerned.

20. Points not touched upon in this order will be governed by the present regulations on the subject of correspondence.

21. *Example.*—The following example will be used as a guide in carrying out the instructions contained in this order:

FORT RILEY, KANS.,
October 27, 1910.

From: The Ordnance Officer.

To: The Commanding Officer, 7th Cav.

Subject: New System of issuing ordnance stores.

1. In compliance with instructions contained in a letter from The Adjutant General's Office, dated November 27, 1909, regarding the testing of a new system of issuing ordnance stores, the following report concerning the working of this system is submitted.

2. As far as I have been able to observe, the new system has no disadvantages. Its advantages are:

.
(Signed) A——— B———,
(Typewritten) A——— B———,
1st Lt., 7th Cav.

1st Ind.

HQ 7th Cav., Ft. Riley, Kans., Oct. 29, 1910 — To the C. O.,
Ft. Riley, Kans.

I concur in the conclusions of the Ordnance Officer.

(Signed) C_____ D_____,

(Typewritten) C_____ D_____,

Major, 7th Cav., Comdg.

2nd Ind.

HQ Ft. Riley, Kans., Nov. 1, 1910 — To Comdg. Gen., 7th
Corps Area.

Approved.

(Signed) E_____ F_____,

(Typewritten) E_____ F_____,

Brig. Gen. Comdg.

(Stamp) To Chief Ordnance Officer.

3rd Ind.

HQ 7th Corps Area, Nov. 2, 1910 — To The Adj. Gen. of
the Army.

Approved.

(Signed) G_____ H_____,

(Typewritten) G_____ H_____,

Brig. Gen. Comdg.

4th Ind.

A. G. O., Nov. 5, 1910. — To the C. of O.

36949-204.

5th Ind.

GHS-BAM

Office of the C. of O., Nov. 9, 1910—To Comdg. Officer,
Rock Island Arsenal.

For remarks with reference to paragraph 2 of the within
letter. By order of the Chief of Ordnance.

(Signed) I—— J——,
(Typewritten) I—— J——,
Capt. Ord. Dept.

36949-204.

6th Ind.

159-181
Hf.-L

Rock Island Arsenal, Ill., Nov. 14, 1910—To the Chief of
Ordnance.

1. It is the practice at this arsenal to make shipments of
all articles on

2. The final shipment in this particular case was delayed
by the failure of to supply acceptable.....

(Signed) K—— L——,
(Typewritten) K—— L——,
Lt. Col. Ord. Dept. Comdg.

(Stamp) Rec'd back, O. C. of O., Nov. 16, 1910.

36949-204

7th Ind.

JMy

Office of the C. of O., Nov. 17, 1910—To The Adj. Gen.
of the Army.

Returned in connection with O. O. file 36949-198 (A. G.
O. 1527570).

(Signed) M—— N——,
(Typewritten) M—— N——,
Lt. Col. Ord. Dept., Acting C. of O.

(Stamp) Rec'd back, A. G. O., Nov. 18, 1910.

1527570

8th Ind.

War Department, A. G. O., Nov. 18, 1910—To Comdg. Gen., 2nd Corps Area; Comdg. Gen., 5th Corps Area; Comdg. Gen., 7th Corp Area; etc.

Returned in connection with papers referred to in the preceding indorsement hereon. The early return of all papers is desired. By order of the Secretary of War.

(Signed) O_____ P_____,
 (Type-written) O_____ P_____,
Adjutant General.

9th Ind.

HQ 2nd Corps Area, Nov. 22, 1910—To Comdg. Gen., 5th Corps Area.

Noted.

(Signed) R_____ S_____,
 (Type-written) R_____ S_____,
Brig. Gen. Comdg.

(Stamped
indorsement)

10th Ind.

A. G. O. 5th C. A.
 Nov. 25, 1910.
 To the Chief Ordnance Officer.

B. CHANNELS OF COMMUNICATION

Paragraph 783, A. R., 1913, is as follows:

"Communications, whether from a subordinate to a superior, or vice versa, will pass through intermediate commanders. This rule will not be interpreted as including matters in relation to which intermediate commanders can have no knowledge, and over which they are not expected

to exercise control. Chiefs of War Department bureaus are intermediate commanders between higher authority and the officers and enlisted men of their respective corps or departments, who are serving under the exclusive control of themselves and their subordinates. Verbal communications will be governed by the same rules as to channels as written communications. When necessity requires communications to be sent through other than the prescribed channel the necessity therefor will be stated.

"Communications from superiors to subordinates will be answered through the same channel as received."

From the above it will be seen that the writer of a communication must decide whether it should be sent direct to its ultimate destination, or whether it should go to an intermediate commander: that is, "through military channels."

As far as its disposition is concerned, military correspondence may be divided into two classes:

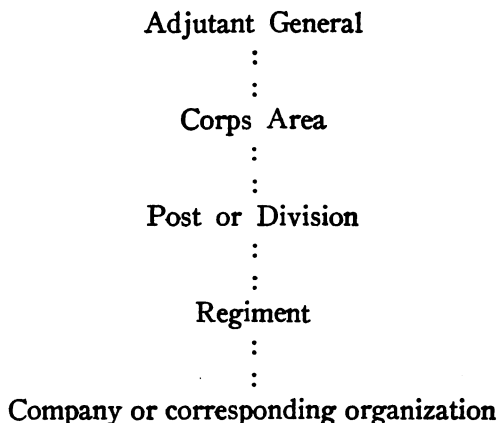
1. Communications which by their very nature establish their disposition.
2. Communications which by their lack of immediate and conspicuous classification may render their disposition more or less obscure.

Under 1 will fall nine-tenths of all paper work. This will consist of such papers as reports, records, estimates, requisitions required by Army Regulations or by the order issued in compliance therewith. For all these, definite instructions are given, which minutely prescribe their form and disposition. Regular blank forms, on which are found, in detail, the dates on which they will be submitted, the number of copies which will be required, the matter which they will contain, and the channels through which they will pass, relieve the officer of any doubt as to the manner in which they must be accomplished.

Also falling under this head are all communications received by subordinates from superiors. Such papers are returned through the same channels by which they were sent.

Class 2 will include those special communications, out of the usual routine. Judgment and experience dictate the channels through which they must be sent. If any doubt exists as to the disposition of any communication of this class it should be sent through channels.

Without going into detail, the simplest path of military channels is indicated by the diagram below, which points out the intermediate offices from the Adjutant General down to the company or corresponding organization.



In connection with the above diagram it should be noted that correspondence passes through the offices of the Camp, Brigade, Battalion, or similar organization only when the subject matter pertains essentially to those organizations.

C. EXAMPLE AND NOTES

The following letter and indorsements illustrate the method of writing an official communication and its progress through military channels.

PRESIDIO, SAN FRANCISCO, CAL.,
January 2, 1920.

From: 1st. Lt. A. B. Smith, 1st Inf.

To: The Adjutant General of the Army.
(through military channels)

Subject: Attendance at International Rifle Competition.

1. I request that I be detailed as one of the army representatives to attend the International Rifle Competition to be held at Sea Girt, N. J., April 15, 1920.

2. My reasons for making this request are as follows:

- (a) I have specialized in small arms firing and range work.
- (b) I have just completed the course at the School of Musketry, where I devised and partially tested an illuminated sight. (See par. 5, Report of C. O. School of Musketry, Dec. 15, 1918. Copy attached.) I desire to complete the test of this sight at Sea Girt, where the services of expert army, navy, and civilian shots can be had.

3. My qualifications as a rifleman are as follows:
Expert Rifleman, 1914, 1915; Expert Pistol Shot, 1914, 1915; Distinguished Marksman, 1918.

4. In connection with my study of musketry, attention is requested to the following articles and reports:

Night Firing, Inf. Journal, Dec., 1917; The Use of the Battle Sight, Inf. Journal, June, 1918; Value of

the Illuminated Sight, Nov., 1918, Geo. Banta Co.
 (1 incl.) (Sig.) A. B. SMITH.
 (Stamp) Rec'd., Co. A, 1st Inf.,
 Jan. 2, 1920.

1st Ind.

Co. A, 1st Inf., Presidio, San Francisco, Cal., Jan. 2, 1920 —
 To the C. O., 1st Inf.

1. Approval recommended.
2. Par. 2(b) and Par. 3 above are correct from the records of this office.

3. Lt. Smith is thoroughly qualified in all branches of musketry. The record of Co. A, the highest made in the army during last year, was entirely due to his methods of instruction and to his personal supervision. As fifty per cent of the men firing were recruits, the record was a remarkable test of Lt. Smith's knowledge, skill, and ability.

(1 incl.)

C ——— D ———,
 C ——— D ———,

Rec'd., HQ. 1st Inf., Jan. 3, 1920.

Capt. 1st Inf., Comdg.

J. M. K.

2d Ind.

HQ 1st Inf., Presidio, San Francisco, Cal., Jan. 4, 1920 —
 To the C. O., Presidio of San Francisco, Cal.

1. Approval recommended.
2. During the past three years, Lt. Smith's excellent work in small arms firing has been repeatedly called to my attention. He has already contributed so much of value to the subject of small arms firing, that, in my opinion the govern-

ment would profit by every extension of his field of opportunity.

(1 incl.)

E—— F——,

E—— F——,

Col., 1st Inf., Comdg.

Rec'd., HQ. Presidio of S. F.,

Jan. 4, 1920.

3d Ind.

HQ. Presidio, San Francisco, Cal., Jan. 4, 1920 — To the
Comdg. Gen., 9th Corps Area, San Francisco, Cal.

I concur in the preceding indorsements.

(1 incl.)

G—— H——,

G—— H——,

Brig. Gen., Comdg.

Rec'd., HQ. 9th Corps Area,

Jan. 4, 1920.

4th Ind.

HQ. 9th Corps Area, San Francisco, Cal., Jan. 5, 1920 — To
The Adjt. Gen. of the Army.

Approval recommended.

(1 incl.)

I—— J——,

I—— J——,

Maj. Gen., Comdg.

The following remarks apply, not merely to the foregoing letter and indorsements, but to official communications in general.

Brief. The first fold is used for the brief. No other part of the letter appears on this fold.

Heading. In accomplishing the heading the designa-

tion of every organization, except company or corresponding unit, is preceded by the word "Headquarters." Thus,—

HEADQUARTERS 1ST INFANTRY,
GOVERNORS ISLAND, N. Y.,
January 1, 1920.

CO. A, 1ST INFANTRY,
GOVERNORS ISLAND, N. Y.,
January 1, 1920.

Notice, however, that communications from an office such as the quartermaster's office, the surgeon's office, etc., are headed as follows:

OFFICE OF THE QUARTERMASTER,
WEST POINT, N. Y.,
Jan. 1, 1920.

HEADQUARTERS FIRST DIVISION,
OFFICE OF THE SURGEON,
ATLANTA, GA., *Jan. 1, 1920.*

"*From:*" An official letter from an organization is stated thus,—

From: The Commanding Officer, or
From: The Commanding General.

An official letter from an office as distinguished from the headquarters of an organization is stated thus,—

From: The Quartermaster, or
From: The Corps Area Surgeon.

An official letter of a personal nature is stated thus,—

From: 2d Lt. A. B. Smith, 1st Inf.

"To:" An official letter intended for an organization or office is addressed to the organization or office; e.g.,

To: The C. O., Co. A, 1st Inf.

To: The Quartermaster, West Point, N. Y.

An official letter to an individual as such is stated thus,—

To: 2d Lt. A. B. Smith, 1st Cav.

Body of the Letter. Ordinarily the first paragraph states in concise form the main purport of the letter. The writer must never for this purpose rely upon his statement of the subject in the brief. In addition, the first paragraph in appropriate cases shows the authority under which the letter is written, and begins usually with an expression such as: In compliance with par. 2, G.O.24, W.D., 1920; Pursuant to; In accordance with; In response to; With reference to; etc. As to the succeeding paragraphs of the letter, little need be said other than to emphasize once more the vital necessity of adhering to the principles of correct writing.

Signature. The name of the writer in typewritten form will appear immediately below the signature in all typewritten official communications, except where the name appears in the brief.

Indorsements. There is a marked similarity between the brief of a letter and the heading of an indorsement. In fact, except for the lines beginning respectively "From:", and "Subject:", the wording of the brief of a letter and of the first part of an indorsement from the same source are identical; e.g.,

The brief of a letter emanating from Tr. A, 15th Cav. would be:

TR. A, 15TH CAV.,
FT. D. A. RUSSELL, WYO.,
Aug. 20, 1920.

From:
To: The Commanding Officer, 15th Cav.
Subject:

An indorsement emanating from the same source as the above would begin:

Tr. A, 15th Cav., Ft. D. A. Russell, Wyo., Aug. 20, 1920
— To the C. O., 15th Cav.

Initials of the Battalion Commander. It will be noted that in Lt. Smith's letter immediately following the first indorsement appear the initials of the battalion commander (J.M.K.). As the communication pertains essentially to the battalion, in that the letter effects battalion personnel, it is sent through battalion headquarters. The battalion is not an administrative unit, hence its headquarters is not an office of record. The battalion commander writes no indorsement; his action is of an informal nature. His initials following the indorsement evidence the fact that he has seen the communication. Any opinion he may desire to express will be by attached pencil memorandum to the next higher office.

Attention is called to the necessity of maintaining in all official correspondence a courteous and impersonal tone. Par. 790, A. R., 1913, covers this point fully in the following words:

“In official correspondence between officers or between officers and officials of other branches of the public service, and especially in matters involving jurisdiction, conflict of authority, or dispute, officers of the army are reminded that their correspondence should be courteous in tone and free from any expression partaking of a personal

nature or calculated to give offense. Whenever questions of such character shall arise between officers and officials of other branches of the public service, and it is found that they cannot be reconciled by an interchange of courteous correspondence, the officer of the army, as the representative of the interests of the War Department in the matter involved, will make a full presentation of the case to the Secretary of War through the proper military channels, in order that the same may be properly considered."

PROBLEMS IN OFFICIAL CORRESPONDENCE

1. (a) As Commanding Officer, Co. A, 1st Inf., Ft. Sheridan, Ill., write a letter requesting a copy of G. O. 20, W. D., 1920.

(b) Write a letter requesting a copy of the above order for your own use.

(Refer to paragraphs 802, and 803, A. R., 1913.)

2. (a) As Commanding Officer Tr. A, 15th Cav., Ft. D. A. Russell, Wyo., write a letter requesting copies of the following publications:

1 copy, Army Horseshoer.

1 copy, Manual Physical Training (Koehler), 1914.

(b) Write a letter requesting the above publications for your own use.

(Refer to paragraph 189, C. of O.)

3. (A) You are 2d Lt. ———, 1st Inf., stationed at Governors Island, N. Y. (2nd Corps Area.)

(a) Write a letter applying for a leave of absence for ten days. (An application for a leave of absence should always state the length of the leave desired, the approximate date on which the leave will take effect, and your address while on leave.)

(b) Assuming the leave is granted, write the letter reporting your departure on leave of absence.

(c) Apply for an extension for one month.

(B) Comply with a, b, and c, in A above for a leave of:

(a) One month,

(b) Two months,

(c) Three months,

(d) Four months,

(e) Five months.

(C) Write the indorsements that would appear on A, Ba, Bb, Bc, Bd, and Be.

(Refer to paragraphs 49, 51, 56, and 64, A. R., 1913.)

4. On August 1st while on graduation leave you are assigned to the 31st Inf., stationed at Manila, P. I. Write a letter requesting transfer to the 22nd Inf., stationed at Governors Island, N. Y. You desire the transfer to become effective prior to the expiration of your leave of absence, September 12th.

(Refer to paragraphs 48, and 783, A. R., 1913.)

5. (a) On August 1st while on graduation leave you are assigned to the 22nd Inf., stationed at Governors Island, N. Y. Write a letter requesting transfer to the 7th Inf., stationed at Camp Pike, Ark.

(b) Write the indorsements that would appear on the above letter.

(Refer to paragraph 48, A. R., 1913.)

6. You are 1st Lt. ——— ———, 6th Inf., stationed at Camp Lewis, Washington. Your baggage was left at the Officers' Training Camp, Plattsburg, N. Y., packed and ready for shipment when you were ordered from there. As shipment by freight will require much

time, you wish to have your baggage shipped by express.

Write a letter to The Adjutant General of the Army requesting authority to have the baggage shipped.

7. (a) You are 2d Lt. ——— ———, Unassigned, and are on graduation leave. Report a change of address. (If available use Form No. 649, A. G. O. for this report.)

(b) You are 2d Lt. ——— ———, 22nd Inf., Governors Island, N. Y., and are on leave of absence. Report a change of address.

(Refer to paragraphs 64 and 826, A. R., 1913.)

8. You are Pvt. 1st Cl. Roy Horvathen, Co. M, 6th Inf., stationed at Ft. Sheridan, Ill. Your name is not spelled correctly on any of the army records; it was written incorrectly (Harvasen) when you originally enlisted. You have hitherto been afraid of causing trouble by telling of the mistake and have been signing your name incorrectly. You now desire the correction to be made.

Write the letter of application to The Adjutant General of the Army. Inclose affidavit to substantiate the statements made in your letter.

Accomplish all indorsements.

9. You are 1st Lt. ——— ———, 15th Inf., in command of Co. A, stationed at Ft. Sheridan, Ill. Pvt. James Smith, Co. B, 1st Inf., Ft. Leavenworth, Kans., has been transferred recently from your company. After his departure, you find that he has taken with him without authority the following articles of government property: two blankets, O. D., value \$13.00.

Write a letter to the Commanding Officer, Ft. Leavenworth, Kans., requesting suitable action in this matter.

10. You are 1st Lt. ——— ———, 1st Cav., stationed

at Ft. Oglethorpe, Ga. (4th Corps Area.) Write a letter to The Adjutant General of the Army tendering your resignation as an officer of the army. Accomplish all indorsements.

11. You are Capt. ——— ———, 6th Inf., in command of Co. A, stationed at Calexico, Cal. Your regimental headquarters is at San Diego, Cal. Orders from the Headquarters of the 9th Corps Area, San Francisco, Cal., direct that troops shall wear the olive drab woolen uniform from October 1st to March 1st of each year. On account of the excessive heat in Southern California, you believe that conformity with this order would be a great hardship to your command. You desire to keep your men in cotton uniform all the year.

(a) Make the request to the Commanding General, 9th Corps Area.

(b) Accomplish all the indorsements.

12. You are Capt. R. M. Joiner, M. C., stationed at Ft. Banks, Mass. You fear that the epidemic of influenza, if not checked by the proper precautions, will spread. You believe that all the usual activities, not official and necessary, which call for the assembling of crowds of persons, such as the moving picture shows, the hops, card parties, afternoon teas, and the like, should be prohibited until all danger of the disease is past. You wish every person afflicted with a cold to report to the hospital at once for examination.

Write a letter to the Commanding Officer, Ft. Banks, Mass., setting forth the above.

CHAPTER III

BUSINESS AND SOCIAL CORRESPONDENCE

The educated man, whether he be in a profession or in commercial pursuits, is constantly writing and receiving letters. Indeed, letter writing is the most common form of composition which he uses or which, outside of the newspapers and magazines, he meets. It is most necessary, therefore, that he shall be thoroughly familiar with the recognized conventional form of letters, both those of business and of social intercourse.

A. BUSINESS CORRESPONDENCE

A man in the military profession can make no mistake in using in business letters the same excellent form to which he is accustomed in official military correspondence. If he will throw his business communication in the official military form, send a carbon copy with the original, and request answer by indorsement on the original, no individual or firm can fail to see the practical advantages of this method of correspondence. Inasmuch as the official military form has been treated previously, all we need do at this point is to give an example of this form adapted to a routine business communication.

OFFICE OF THE QUARTERMASTER
UNITED STATES MILITARY ACADEMY,
WEST POINT, NEW YORK.

January 19, 1919.

From: The Quartermaster, U. S. M. A.

To: Biddle, Hanks, and Company, 57 John Street,
Philadelphia, Penn.

Subject: Non-delivery of Manila Pads, order 3742.6.

1. Referring to our order 3742.6, dated Dec. 1, 1918, for 5,000 manila pads, we are informed that this paper has not yet been delivered.

2. This present communication is the second we have sent you with respect to the non-delivery of these pads.

3. Please give this matter your immediate attention, and inform this office when delivery may be expected.

4. An early reply by indorsement on this communication is requested.

Thomas L. Smithers
Lieut. Col. U. S. Army.

It must be recognized as a fact, however, that at the present time the official military form is rarely used in business correspondence. It is necessary, therefore, to study and become familiar with the conventional form.

For convenience of treatment, the business letter may be considered as composed of six separate parts: (1) the heading; (2) the address; (3) the salutation; (4) the body; (5) the closing phrase; (6) the signature. Every properly written business letter should have all these parts, and each part should follow the conventional form definitely recognized as in good usage. Those accustomed to business correspondence look upon the conventional form so much as a matter of course that they do not ordinarily analyze its composition. Any instance of nonconformance to the established usage, however, at once marks the writer in the eyes of the recipient as lacking in the first requisite of business experience.

The Heading.— The heading of a business letter consists of the place and date of writing. This heading is correctly placed in the upper right hand corner of the first sheet, beginning about an inch from the top and leaving one-half inch margin to the right. In engraved business letter-heads, the name of the firm and its place of business are often placed at the top of the first sheet, half way between the margins, leaving only the date of writing to be written near the right hand side.

Examples of correct headings are as follows:

WEST SALISBURY, OHIO.

July 7, 1919.

657 ASHLEY AVENUE,
COLUMBIA, NORTH CAROLINA,

August 5, 1919.

THE SMITH-TAYLOR MANUFACTURING COMPANY

35 Factory Street

AKERS, MISSOURI.

December 9, 1919.

THE WORTHINGTON HARDWARE COMPANY

ALBERMARLE, WISCONSIN.

February 3, 1919.

The Address.— The address in a business letter consists of the name of the person, persons, firm, or business house to whom the communication is to go, and of the place of residence or business of such person, persons, or the like.

The address is begun a line below the heading and at the left hand side of the sheet, usually about one-half inch from the margin.

In case it is desired that the communication be referred

to a certain individual of the firm or business house, it is good usage to add just below the address proper the words: Attention of Mr. ———.

Examples of good usage in the address follow:

Smith, Boynton, and Company,
73 Admiralty Place,
Kansas City, Missouri.

Mr. Thomas L. Joplan,
357² Lane Boulevard,
Chicago, Illinois.

Hon. John M. Robinson,
32 Lenox Square,
Washington, D. C.

The Aetna-Inspiration Copper Company,
36 Union Street,
Boston, Mass.

Attention of Mr. George C. Wright.

The Salutation.— The salutation of the business letter is the conventional introductory phrase. Its words have become conventionalized out of all real meaning.

The common forms of salutation are :

Dear Sir,
Dear Madam,
Gentlemen,
Mesdames,

My dear Sir,
My dear Madam,
Messieurs.

Some firms, revolting against the meaningless *dear* in the salutation, have leaned to the form Sir or Sirs. This form, with its plural equivalent Gentlemen, should be encouraged.

The Body of the Letter.— The body of the letter is the main content of the communication. So various are

the subjects that a business letter may treat that it is impracticable to give more than a few general comments on form and method of composition.

The best usage dictates that the body of the letter shall begin on the line below the salutation, the opening words being indented for a paragraph. Some writers, however, prefer to begin the body of the letter on the same line with the salutation.

The opening paragraph of the letter should state briefly and directly the occasion and subject of the correspondence, and nothing else. This commonsense rule is often violated. The business letter, however, gains in clearness, appearance, and precision when the opening paragraph is restricted, as noted above, to the statement of the occasion and subject of the communication.

The remaining paragraphs of the business letter follow the simple fundamental rules of composition. Special care should be taken to observe the principles of unity and coherence within the paragraphs and in the letter as a whole. For a letter of any length, it is well to draw up, before writing or dictating, a brief outline of the order in which the several topics may best be treated. Such an outline will many times save rewriting or extensive correction.

Avoid expressions of meaningless courtesy or goodwill following the main business of the letter. Many an inexperienced writer feels it necessary to add a little tag at the end of his communication; as, Hoping to do business with you, I remain, or With good wishes for your continued success, I am. A business letter is a cold impersonal document in which such tags are useless and inappropriate.

The Closing Phrase.—The closing phrase of a business letter is the complimentary ending following the body

and preceding the signature. This phrase should be begun a line below the last words of the body of the letter and about in the middle of the sheet.

Either one of the following phrases is in good use for the closing phrase of a business letter :

Very truly yours,
Yours truly.

These closing phrases, like the salutation, have become wholly conventionalized. In a business letter, do not try to convey any degree of personal feeling in the closing phrase, as by using Respectfully yours, Loyally yours, Faithfully yours, Sincerely yours, Cordially yours.

The Signature.—The signature should be on the line below the closing phrase, and should be located well toward the right hand margin of the sheet. Be certain to write the signature legibly. Illegible signatures result in incorrectly addressed replies. In the case of a typewritten letter, it is an excellent practice to have the name of the writer typewritten, perhaps in parentheses, just below the written signature.

Where women write business letters, they should indicate in parentheses their proper title of address. For example :

MARY J. BENTON,
(MRS. WILLIAM T. BENTON)
or (MRS.) MARY J. BENTON

in the event that the woman prefers to use her christian name in preference to her married name in her business correspondence.

Now that we have examined the several parts of the business letter separately, let us assemble them in a single typical communication.

657 ASHLEY STREET,
COLUMBIA, NORTH CAROLINA,
August 5, 1919.

The Aetna Inspection Company,
36 Union Street,
Lawrence, Mass.
Attention of Mr. Henry B. Jenkins.
Gentlemen:

Referring to your letter of July 26, 1919, criticizing the condition of the premises at 42 Linden Place and stating that no insurance could be issued on these premises until changes had been made, I take pleasure in informing you that I have discussed the matter with the tenant.

The tenant has agreed to clean up the yard, to remove all boxes, barrels, and waste, and to keep the property henceforth in a clean, orderly way.

Please direct your agent to call again to inspect the property on or about August 15th, when I expect the improvements to be completed.

If the report at that time is satisfactory, I expect to apply at once for insurance.

Very truly yours,

JANET T. BILLINGS,
(MRS. JOHN F. BILLINGS)

B. SOCIAL CORRESPONDENCE

For purposes of discussion we may divide social correspondence into two main classes: (1) Familiar Letters; (2) Invitations and Replies. The conventions of correspondence are much more rigid in determining the form of communications of the second than that of the first of these classes.

I. FAMILIAR LETTERS

Familiar letters are, as the adjective implies, all informal. The degree of informality will, of course, de-

pend upon the degree of intimacy existing between the writer and his correspondent. The letter to a member of one's family or to a school chum will be much more informal in tone than that written, for example, to a hostess in order to express the pleasure received from her hospitality over a week-end.

The heading of a familiar letter, like that of the business letter, consists of the place and date of writing. These items should be noted down in the upper right hand corner of the first sheet; as,

WEST POINT,
NEW YORK.
January 16, 1919.

57 FRANKLIN SQUARE,
NEW YORK CITY,
October 4, 1919.

As a matter of fact, where the degree of intimacy is great, the place of writing is often omitted and merely the date inserted.

The salutation, again as in the business letter, is the conventional introductory phrase of the letter. Its words are wholly meaningless. It is a mistake to attempt to put meaning into this conventional phrase, as by underlining the word *dear* or by using the superlative *dearest*. It is most objectionable to use other than the conventional phrase: for example, never begin with Dear Friend or Friend John.

Types of correct salutation follow. Selection should be made from these according to the degree of intimacy existing between you and your correspondent. In case of doubt, use the more formal phrase. When answering a letter, never use a phrase more informal than that used by the original writer.

Dear Miss Clark,	or,	My dear Miss Clark.
Dear Father,	or,	My dear Father.
Dear Harry,	or,	My dear Harry.
Dear Mr. Jones,	or,	My dear Mr. Jones.
Dear Smith,	or,	My dear Smith.

The closing phrase of the familiar letter is the complimentary phrase with which the communication is ended. The words of this phrase, although ordinarily conventional and meaningless in the business letter, may be varied in the familiar letter to express a degree of feeling. Thus the writer may choose according to circumstances from among the following and not offend against good taste:

Yours truly,	Yours faithfully,
Very truly yours,	Faithfully yours,
Yours very truly,	Cordially yours,
Yours sincerely,	Devotedly yours,
Sincerely yours,	Loyally yours,
	Affectionately yours, etc.

Notice that we have not in the above exposition dwelt upon the address, the body of the letter, and the signature, as these parts of a letter were explained in the discussion of the business letter.

The address is a formality which is omitted in the usual type of familiar letter. Occasionally, in a letter to a person whom the writer knows slightly, or to one of superior age or station in life, the address is inserted at the end of the letter, beginning a line or two below the signature and placed at the left hand margin of the sheet. An example of the closing phrase, signature, and address of a letter of the kind described follows:

Sincerely yours,

HORACE L. WHITE.

Hon. Theodore Roosevelt,
Oyster Bay,
New York.

The body of the familiar letter varies so with the individuality of the writer that it is impossible to give any rules which will be of general application. Indeed, the expression of one's individuality, of one's personality, should be the first aim of the writer. The letter is taking the place of a meeting face to face. It may well contain samples of the intimate talk that an actual meeting would incite. Shreds of gossip, personal reminiscence, intimate feelings may all find a legitimate expression in a familiar letter, the nature and quantity of such varying, of course, with the degree of intimacy existing between the writer and his correspondent.

Even with such latitude of subject matter, however, the fundamental principles of good composition must be observed. In the familiar letter as in the business letter, unity, coherence, and emphasis in sentence, paragraph, and composition as a whole serve to increase the effectiveness of your communication. Be careful, especially, to make the proper separation of your matter into paragraphs. The commonest error in the familiar letter is the failure to divide the topics one from another by correct paragraphing.

The signature of a familiar letter will vary with the degree of intimacy existing between the writer and his correspondent. A man might sign himself Henry T. Robinson to a friend, Harry to a college chum, and Hal to a member of his family circle.

We may insert here a single example of the familiar letter, one written by Samuel Clemens ("Mark Twain")

to William Dean Howells, editor of the *Atlantic Monthly*, about the completion of Twain's book "Tom Sawyer."

HARTFORD, July 5th, 1875.

My dear Howells,—

I have finished the story and didn't take the chap beyond boyhood. I believe it would be fatal to do it in any shape but autobiographically—like *Gil Blas*. I perhaps made a mistake in not writing it in the first person. If I went on, now, and took him into manhood, he would just lie like all the one-horse men in literature and the reader would conceive a hearty contempt for him. It is *not* a boy's book, at all. It will only be read by adults. It is only written for adults.

Moreover the book is plenty long enough as it stands. It is about 900 pages of MS., and may be 1000 when I shall have finished "working up" vague places; so it would make from 130 to 150 pages of the *Atlantic*—about what the Foregone Conclusion made, isn't it?

I would dearly like to see it in the *Atlantic*, but I doubt if it would pay the publishers to buy the privilege, or me to sell it. Bret Harte has sold his novel (same size as mine, I should say) to *Scribner's Monthly* for \$6,500 (publication to begin in September, I think), and he gets a royalty of 7½ per cent from Bliss in book form afterwards. He gets a royalty of ten per cent on it in England (issued in serial numbers) and the same royalty on it in book form afterwards, and is to receive an advance payment of five hundred pounds the day the first No. of the serial appears. If I could do as well, here, and there, with mine, it might possibly pay me, but I seriously doubt it—though it is likely I could do better in England than Bret, who is not widely known there.

You see I take a vile mercenary view of things—but then my household expenses are something almost ghastly.

By and by I shall take a boy of twelve and run him on through life (in the first person) but not Tom Sawyer—he would not be a good character for it.

I wish you would promise to read the MS. of Tom Sawyer

some time, and see if you don't really decide that I am right in closing with him as a boy — and point out the most glaring defects for me. It is a tremendous favor to ask, and I expect you to refuse and would be ashamed to expect you to do otherwise. But the thing has been so many months in my mind that it seems a relief to snake it out. I don't know any other person whose judgment I could venture to take fully and entirely. Don't hesitate about saying no, for I know how your time is taxed, and I would have honest need to blush if you said yes.

Osgood and I are "going for" the puppy G—— on infringement of trademark. To win one or two suits of this kind will set literary folks on a firmer bottom. I wish Osgood would sue for stealing Holmes's poem. Wouldn't it be gorgeous to sue R—— for *petty larceny*? I will promise to go into court and swear I think him capable of stealing peanuts from a blind peddler.

Yours ever,

CLEMENS.

2. INVITATIONS AND REPLIES

Informal Invitations and Replies.—Informal invitations and replies are but notes with the usual characteristics in heading, address, and closing of the familiar letter. They differ from the familiar letter in being communications written for a definite purpose and in being uniformly short and direct. They do not have, and are not expected to have, any special charm of personality.

Two examples will illustrate this kind of communication:

69 SQUIRE STREET,
WESTBURY, NEW HAMPSHIRE,
April 11, 1919.

My dear Mr. Belden.

May we have the pleasure of your company at dinner on Thursday, the 16th, at 7 o'clock?

We expect to have a few tables of bridge in the evening.

Cordially yours,

ELIZABETH D. ROBBINS.
(MRS. ERNEST R. ROBBINS)

420 PARK STREET,
HAVERHILL, MASSACHUSETTS,
September 6, 1919.

My dear Mr. Hartley.

I expect to have a few friends with me Thursday afternoon, September 12th, at three o'clock to hear a talk by Dr. Stephen Philbin on Conditions in the Near East. Dr. Philbin spent the past six months in traveling through Arabia, Mesopotamia, and Turkey, and his talk promises to be most interesting.

I hope you will be able to join our group.

Sincerely yours,

(MISS) MARTHA C. YOUNG.

Mr. Samuel Hartley,
25 Bartlett Street.

Another kind of informal invitation and reply in common use at present is the visiting card with a few words written on it to indicate the nature of the communication. For example:

MRS. JAMES HOLLAND FISKE

At home

Friday, June 4th

3 p. m.

Dancing.

24 PARK PLACE

MRS. GEORGE HOWARD PASTEL

Regrets

67 BORLAN STREET

Often the initials R. S. V. P. are engraved or written in the lower left hand corner of the card of invitation. These initials stand for *respondes s'il vous plait* (*please reply*). It is courtesy in such cases to answer at once.

Formal Invitations and Replies.—Formal invitations and replies must conform to a fixed and rigid conventional form. Knowledge of, and adherence to, this form are as essential a mark of a cultivated gentleman as is correctness in speech, dress, or table manners.

This form is marked by the use of the third person throughout the communication and by a conventional phraseology and order of statement. Dates are always written out in full, never abbreviated.

For weddings, large dinners, receptions, and the like, the invitations are commonly engraved. Stationery firms keep on hand an assortment of such invitations from which the prospective host or hostess may take his or her choice.

The examples which follow will illustrate the form of the formal invitation and reply. The first example is one which would ordinarily be engraved except for the name of the guest which would be written in. The other examples are those which would ordinarily be written.

44 Astor Place
Mrs. William Bradford Sallant
requests the pleasure of
Mr. Thomas Jefferson Algarard's
company at dinner on
Saturday, April the fifteenth,
at seven o'clock

165 York Street

Mrs. Samuel Hall Smith requests the pleasure of Mr. George Howard Jones' company at a reception to be held in Harmony Hall on Monday evening, May the thirtieth, from eight to ten o'clock, in honor of the birthday of her daughter, Miss Jane Spencer Smith.

52 Currant Square

Mr. George Havens Elwahl regrets that a previous engagement prevents him from accepting Mrs. Sallant's kind invitation to dinner on Saturday April the fifteenth, at seven o'clock.

April the tenth.

36 Wright Avenue

Mr. Henry Alvord Harrison
accepts with pleasure

Mrs. Smith's

kind invitation to a reception
in Harmony Hall

Monday evening, May the thirtieth,
from eight to ten o'clock

May the nineteenth.

PROBLEMS IN BUSINESS AND SOCIAL CORRESPONDENCE

BUSINESS CORRESPONDENCE

1. You are 2d Lt. James M. Philips, C. A. C., stationed at West Point, N. Y. Your personal bill from Bailey, Banks, and Biddle, Philadelphia, Pennsylvania, contains a

charge of \$16.50 for one silver loving cup sent June 3, 1918. This cup was ordered by you on behalf of the West Point Officers' Lawn Tennis Club and should have been charged to that account and not on your personal bill.

Write the necessary letter.

2. You are Capt. H. M. Abbey, 26th Inf., commanding Co. F, stationed at Columbus Barracks, Ohio. Out of your company fund you desire to purchase one Victrola phonograph for the company. The Victor Phonograph Company has a branch office at 1453 Main Street, Columbus, Ohio. You need the catalogue in order to choose the model of the machine you desire.

Write the necessary letter.

3. You are 1st Lt. Horace T. Ellsworth, C. A. C., stationed at Fort Hamilton, New York. You are planning to ask to be sent to the Massachusetts Institute of Technology, Cambridge, Massachusetts, for a one year course of technical study in Physics and Electricity. Before you make your official application to The Adjutant General, however, you desire to know whether the Massachusetts Institute of Technology will admit you as a special student, and what courses it can offer you.

Write the necessary letter to Mass. Inst. of Technology.

4. You are 2d Lt. John Mickle, 20th Infantry, stationed at West Point, N. Y. You have been elected secretary of the West Point Gun Club. The former secretary has purchased shot gun shells and clay birds from a small hardware concern in Newburgh, N. Y., paying the regular retail price. With a view to cutting down expenses you write to the Peters Cartridge Company, Cincinnati, Ohio, stating that you desire to purchase 2,000 shot gun shells, Class 28B, and 2,000 clay birds. The

club will probably use 10,000 shells and 10,000 birds during the season, and pays in cash. You desire to know if the company allows a discount from its catalogue prices to gun clubs, and if freight charges are prepaid.

Write the letter.

5. You are Capt. John Lukins, 7th Inf., commanding Co. M, stationed at Hidalgo, Texas. Your supply sergeant has been purchasing fresh vegetables for the company mess from a grocer in Hidalgo. You learn that one James Roe, a farmer living at La Feria, ten miles from Hidalgo, raises a considerable amount of vegetables and sells them at a cheaper price than you have been paying.

Write a letter to the farmer inquiring his prices on standard vegetables in quantity, and how often he can make deliveries.

6. You are 2d Lt. James Hicks, 12th Cavalry, Ft. Sam Houston, Texas. While riding in an automobile past the farm of William Smith, near the town of Donna, Texas, you notice a handsome bay gelding grazing in a field. You endeavor to see Mr. Smith, with a view to the possible purchase of the horse, but he is not at home. You return to the post and write to Smith requesting information as to the horse's age, pedigree, gaits, training, and disposition, and asking that a price be set upon the animal.

Write the letter.

7. You are Captain Martin Wells, 13th Inf., Ft. McPherson, Ga. You receive a letter from John Williams, a discharged soldier, who, until recently, was your company clerk. Williams has applied for a position as shipping clerk with the Royal Typewriter Co., 280 Broadway, New York. Upon learning that he was a former soldier the typewriter company has requested a letter of recom-

mendation from his late company commander. Williams wishes you to write such a letter. He was an excellent soldier and you comply with his request.

Write the letter of recommendation.

8. You are 1st Lt. John Roberts, 2d Inf., Ft. Bliss, Texas. You have just been relieved of command of Co. D, 2d Inf., by Captain William Gill, 2d Inf. As company commander you kept the company fund on deposit at the Navajo Trust Company, El Paso, Texas, checks being drawn in your name in your official capacity as company commander. The custody of the fund now devolves upon your successor, Captain Gill.

Write the letter notifying the bank of the transfer of the fund to Capt. Gill. Inclose his signature.

9. You are Capt. Francis Hallet, 8th Inf., commanding Co. I, stationed at Governors Island, N. Y. On Jan. 1, 1920, you receive a letter from Mrs. Martha Hamilton, 1342 Broad Street, Pittsburgh, Pa., requesting news of her son, Pvt. Thomas Hamilton, your company, from whom she has not heard for six months.

Reply to the letter.

10. You are 2nd Lt. ————, 17th Inf., in command of Co. M, stationed at Ft. McPherson, Ga. You have adopted a policy of always notifying the parents in case of the illness of any man in your organization. In accordance with the above, write a letter to Mrs. J. K. Powers, 450 Eaton Street, Key West, Fla., notifying her :

- (a) of a minor ailment of her son,
- (b) of a serious ailment which may prove fatal,
- (c) of her son's death.

(Refer to paragraphs 162, and 824, A. R., 1913.)

SOCIAL CORRESPONDENCE

1. You are Humphrey M. Dawson, Captain of Infantry, detached, now stationed at West Point, N. Y. You have just returned from a week-end house party. Your hostess was Mrs. James C. Lodge, "The Elms," Lenox, Massachusetts.

Write the letter of acknowledgment of her hospitality.

2. You are Herbert H. Hawkins, 1st Lt., 15th Infantry, stationed at El Paso, Texas. You have received an informal invitation for dinner Thursday evening, May 8th at seven p. m., signed Irene J. Ralston (Mrs. L. M. Ralston).

Answer, accepting the invitation.

Answer, refusing the invitation.

3. You are Vincent E. Truesdale, 1st Lt., 3d Cavalry, stationed at Fort Ethan Allen, Vermont. You have received a formal invitation (engraved) to attend a banquet given by Mr. and Mrs. Henry Foster Ellsworth in honor of the noted explorer Huntington Emmons, at the Green Mountain Hotel, Burlington, Vermont, Saturday, June 6th at 7:30 p. m.

Answer, accepting the invitation.

Answer, refusing the invitation.

4. You are Amos P. Fletcher, 1st Lt., 3d Infantry, stationed at Fort Sheridan, Illinois. You and your wife, Mary R. Fletcher, plan to give a dinner party at the Annex in Chicago at 7 p. m., Saturday, May 27th. Among the guests you plan to have Harold M. Stivers, 97 Malden Avenue, Chicago.

Write the formal invitation.

Write the informal invitation.

Write the formal reply of acceptance.

Write the informal reply of refusal.

5. You are Major Donald E. Morris, 18th Infantry, stationed at the Presidio of San Francisco, and are charged with making the arrangements for a banquet of the officers of the regiment at the Palace Hotel, San Francisco. Among other duties, you plan for speakers, music, flowers, hotel accommodations, etc. The banquet is to take place Saturday, April 10th at 7 p. m. It is now April 1st.

Write a letter to Colonel Henry A. McDonald, 18th Infantry, inviting him to respond to the toast, Our Regiment.

Write a letter to the Palace Hotel asking for reservations for twelve to accommodate any of the officers who may desire to remain in San Francisco over night.

Write a letter to Samuel E. Strosky, leader of the Orpheus Sextet, Headquarters 97 Elm Street, San Francisco, asking him for his terms and open dates for the Sextet.

Write a letter to the Golden Gate Floral Company, 834 The Boulevard, ordering four dozen American Beauty and La France roses, mixed, for the table.

Write one of the formal invitations which are to be sent to the officers of the regiment.

6. You are Cadet ———, 3rd Class, United States Military Academy.

Write a personal news letter to your brother.

Write a personal news letter to your former classmate in ——— High School, George D. Curtis.

CHAPTER IV

THE OFFICIAL REPORT

Report writing is certain to become an important part of an officer's duty, especially as he rises in rank to the higher commands. The report called for may range all the way from an account of a minor incident which occurred during an officer's tour as Officer of the Day to a lengthy document covering the military operations of his command during a given period. The report may be chiefly narrative; it may be chiefly exposition; it may combine description and narrative, or description, narrative, and argument, or exposition and argument. A mastery of the resources of all of the various types of composition is advisable to equip an officer for the preparation of an effective report.

We may illustrate the necessity which may arise for the use of these various types of composition in report writing by citing a few matters on which a report may be required of an officer or of a board of officers. The Commanding General of the Expeditionary Force in France will submit a report of the operations of the American troops during the battle of the Argonne, in the autumn of 1918:—his report may *describe* the nature of the field of operations, give an *exposition* of the forces available on the lines and in reserve, and of the object sought, and *narrate* the actual operations. A Division Engineer, stationed at Cincinnati, for example, may be directed by the Chief of Engineers to submit a report giving an estimate

of the probable cost of widening the main channel of the Ohio River forty feet at Maysville, Kentucky: — his report will consist of *exposition* (or *estimate*) of the amount of dredging and excavation necessary and of a list of the machinery required. The Superintendent and Academic Board of the Military Academy may be asked to submit a report upon a recommendation that the four-year course be reduced to three years: — the report may well include a *narrative* outline of the past history of the Academy, an *expository* statement of the aims and purposes of the Military Academy curriculum; a *descriptive* picture of the existing military and academic schedule; and a concluding *argument* upholding the wisdom of maintaining the four-year course.

Given a certain subject, recommendation, or the like on which a report is required, the officer should first *analyze* the contents of the subject or recommendation. This process of *analysis* is a preliminary step to any writing. It consists in careful study in an effort to determine the several phases of the subject which must be treated, the issue raised by the subject, and the decision to be reached. As the subjects for report range from very simple to exceedingly complex, so the thought devoted to the process of *analysis* will take little or much time. Until the *analysis* is completed, and the officer knows clearly how he is going to approach his subject, what phases he is going to treat, what issues he is prepared to offer and solve, he should make no attempt to begin the writing of his report.

When one has become accustomed to habits of logical thinking, this *analysis* of a subject for report should not be, even for complex subjects, a very difficult matter. With a clear knowledge of the different ends to be served by the expository, narrative, descriptive, or argumenta-

tive types of composition, an officer can with reasonable speed and accuracy determine the phases and the issues of a subject, and the decision to be reached. For example: an *analysis* of the subject presented by the request for a report on the operations of the expeditionary force in the battle of the Argonne reveals quickly that the officer, in order to render an intelligent and effective statement must preface his *narrative* with a *description* of the theater of operations, and an *exposition* of the forces available and the mission set for the attack. Again: suppose that an officer is directed to report upon the suitability of a certain ground for a camp site, a short thoughtful analysis will show that he is expected to submit a *description* of the proposed location, an *exposition* of its advantages and disadvantages, and a recommendation or decision resting upon *argument* for its selection or its rejection.

When the analysis is completed and the officer knows how he is going to approach his subject, the next step is to collect the *data* for the report. In certain kinds of reports, of course, there will be no data necessary, for the report will consist wholly of arguments and recommendations. For example, the Secretary of War may direct the Professor of Modern Languages at the Military Academy to submit a report upon the advisability of omitting the study of Spanish temporarily and substituting for it advanced work in French: — such a report would not necessarily entail the assembling of data, but would be prepared from arguments already in the mind of the Professor.

Most reports, however, will require more or less *data*. If an officer of the day is directed to submit a report upon a disturbance occurring in barracks at about 8:15 the previous evening, he will have to conduct an investigation to collect *data*. A report upon the value of the battlesight on the Springfield rifle as proved in a skirmish with Mex-

ican bandits, a report upon the excavation and dredging and machinery required for widening a river channel, a report upon the material and labor necessary for preparing a mine field for coast defense, a report upon the course of study at the Coast Artillery School at Fort Monroe : — all such reports as these enumerated demand the collection of *data*.

After an officer has *analyzed* his subject and collected what *data* are necessary, it is time for him to draw up an *outline* of the proposed report. For a brief report, the preparation of such an *outline* will be simple; for a report of any considerable length and complexity, the preparation of the *outline* will require time, thought, and good judgment.

Briefly stated, the *outline* is the list of topics or headings, arranged in proper order, under which you plan to treat the subject upon which you are writing the report. The *outline* of a report is the same as the *outline* of a theme or composition; and the rules which were set forth in the study of composition should be observed in the effort to prepare the outline for an effective report. The writer must test his outline for unity, coherence, and emphasis. For *unity*, he must ask himself whether he has included topics which do not pertain to the subject; if he has, he must strike them out. Again, he must assure himself that he has included *all* the topics which pertain to his subject; if he has not, he must insert the omitted topics. For *coherence*, he must be certain that his topics proceed to the development of his subject in a logical order; if they do not, he must rearrange them until they do. For *emphasis*, he must study his outline to see that the important phases of his subject are properly stressed by their location; if they are not, he must again rearrange his topics to insure emphasis. If the demands of

arrangement for coherence and arrangement for emphasis seriously conflict, the arrangement for coherence should always take precedence. Emphasis may be obtained by devoting relatively greater space to the discussion of one phase of the subject, no matter whether that phase comes in the emphatic locations (i. e., the beginning and the end of the report) or not; but if the coherence of the report is lost, the whole report ceases to be effective.

With his analysis completed, his data at hand, and his outline drawn up, the officer is ready to begin the writing of his report. This part of his task, if his analysis and outline have been properly made, will prove comparatively simple. His problem resolves itself into the clear, concise, and correct statement of his purpose, his facts or opinions and the basis therefor, and his conclusions or recommendations.

We must emphasize, however, the fact that the officer's success in this final step in the preparation of his report will depend wholly upon his observance of the simple fundamental principles of good composition. Before he allows the completed document to go forward, let him test it sentence by sentence and paragraph by paragraph to be sure that he has not deviated from these principles. Sentences which violate unity by containing two thoughts or no thought at all, or which violate coherence by the use of the "dangling participle," "faulty reference," and the like, weaken the report and give the reader a poor idea of the writer's powers. Paragraphs which are not unified, coherent, and emphatic fail to carry conviction, often indeed fail to convey meaning, to the officer's superiors. The few rules for good composition, properly understood and followed, will in all report writing be of the greatest practical use to an officer.

Let us now consider an actual report as a concrete

example of analysis, collection of data, and completed document. We may for our purposes select a relatively simple illustration in order to show the methods used in preparation.

We shall assume that the Superintendent, U. S. M. A., has sent to you a communication, the body of which is as follows:

1. You are directed to submit a report, with recommendation, upon the suitability of X—— as a camp site for the Corps of Cadets.

The analysis of this subject reveals at once several issues. For example the following questions arise: What constitutes a good camp site? What are the facilities for training? Is the site sufficiently large? Is the site accessible? Are there recreation facilities for the men when they are off duty? What sanitary conditions prevail? Is there a sufficient amount of wood and water at hand? What is the nature of the soil? What is the nature of the terrain?

The splitting up of the original problem into a number of sub-problems, or questions, constitutes the process of analysis. When we have listed all these questions in a clear and logical order, we have completed our step in analysis and are ready for the collection of data.

Let us assume that our analysis has resulted in the following questions:

Is X——:

- (1) Suitable in size?
- (2) Suitable for training?
- (3) Suitable from a sanitary standpoint?
- (4) Accessible?

Univ. of
California

3	Grass for grazing animals is plentiful.
1	A lake in the vicinity may be used for swimming and boating.
2	Fishing and hunting may be indulged in.
3	Y-- affords two moving picture shows.

- (5) Suitable insofar as fuel, forage, and water are concerned?
- (6) Suitable insofar as recreation and amusement facilities exist?

The fundamental process of analysis is exceedingly important. If it has been well done, the next step — the collection of data — is easy. All that we have to do is to obtain the answers to our questions — in this instance, by an inspection of the proposed camp site and vicinity.

Upon the completion of this inspection we are ready to compose our outline. We have analyzed our subject and collected our data. Notice how, as the first steps are competently taken, the succeeding steps become easier and easier. When the analysis has been thorough, the collection of data is simple. After we have the data arranged, the outline which follows is almost unescapable.

The best form of outline is one which consists of topic sentences. Each sentence then naturally is the germ of a paragraph in the completed report. All that will be necessary further will be to introduce the evidence of unity and coherence in the final report by the use of transitional words and sentences.

The outline of our projected report on the suitability of X — as a camp site for the Corps of Cadets might be as follows (see diagram) :

PROBLEMS IN REPORT WRITING

1. Submit a report upon the practicability of introducing running water into each student's room, emphasizing the cost.
2. Submit a report upon the advisability of adopting a water-proof canvas rifle cover in place of the one of issue.

3. You are 1st Lt. ———, 1st Inf., in command of Co. D, stationed at Ft. Thomas, Ky. While you were acting as range officer during the target practice August 22, 1918, Pvt. John Smith, Co. D, 1st Inf., stepped into the line of fire, was wounded, and died August 24th. Every precaution had been observed to guard against accident, but Pvt. Smith disregarded the signals.

Write an official report of the incident to the Commanding Officer, 1st Inf.

4. You are 1st Lt. ———, 22nd Inf., in command of Co. A. Your regiment forms the provost Guard of New York City, your company being stationed at pier 42, East River. There are many foreigners residing in this district, some of whom are enemy aliens and are strongly suspected of being hostile to the American troops. Because of this you issued an order forbidding your men to visit restaurants and pool rooms in the vicinity. At about 9:30 p. m., on Oct. 14, 1917, a dispute arose between two soldiers of your command and a group of civilians near the corner of Mulberry Street and Hamilton Avenue. In the affray that ensued two civilians were killed and one soldier, Private Richard Roe, your company, was severely wounded by a knife thrust in the right shoulder. The following day you receive an order from the Provost Marshal of New York directing you to report on the circumstances attending the wounding of Pvt. Roe and the death of the two civilians. You are further directed to state what precautions have been taken to prevent broils of a similar nature in future.

Write the report.

5. You are Capt. ———, 1st Inf., in command of Co. A, stationed at Mercedes, Texas. On Aug. 30, 1915, while patrolling the north bank of the Rio Grande

River near Panchita Crossing with your platoon, you were suddenly fired upon by a force of Mexican bandits concealed in the brush. You immediately ordered your men to take cover and open fire. After beating the surrounding brush with fire for about five minutes you find that the bandits have fled. Upon investigation you conclude that you failed to inflict any casualties upon the enemy, although some 400 rounds were fired by the platoon. Further investigation shows that the trunks and branches of many trees were marked by bullets at heights varying from seven to twelve feet above the ground. Similarly, in a skirmish at Ojo de Agua on Sept. 9, 1915, your platoon fired a total of 150 rounds at a party of bandits, estimated at 20 men, without inflicting any losses upon the enemy. An investigation showed that the greater part of your bullets went high. You are convinced that failure properly to punish the enemy was chiefly due to the fact that in firing, the members of your platoon used the battle sight of the Springfield rifle and that, in the excitement of action, they neglected to make the necessary allowance for the curved trajectory, and hence fired high.

On Nov. 1, 1915, you are directed by the Commanding General, Southern Department, to submit a report embodying your observation on the value of the use of the battle sight in fighting bandits.

Write the report.

6. You are Capt. ——— ———, 1st Inf. On Aug. 14, 1916, you are in command of Co. L, 19th Infantry, on outpost duty at Linda Pass, Sonora, having arrived there three days previously. You are encamped near a small village on the trail leading through the pass in the Guadalupe Mountains at this point. Any hostile attack will probably come from the south. You have established a double sentinel post at the narrowest point of the pass,

and have constructed shallow trenches from this point for fifty yards north along the trail. At night you man the trenches with one platoon, keeping the remainder of the company in reserve at camp, with the exception of one squad which forms a detached post at the village. Upon arriving at the pass you found the natives sullen and suspicious but, after you had talked to them in Spanish and explained that they would not be molested in any way, their attitude became more friendly. After your supply sergeant had purchased ten bushels of *frijoles* from one of their number and paid cash for the same, their last suspicion appeared to vanish. You feel that you have nothing to fear from the Mexicans in your immediate vicinity, but on account of your isolation from any supporting troops, and because of the reports that large Mexican forces are concentrating in the mountains to the south, you are convinced that your company would be placed in grave danger in case of a sudden attack by a numerically superior force. You receive an order from the Commanding General, Mexican Punitive Expedition, directing that you submit a report covering your dispositions, and including any recommendations that you may deem proper.

Write the report.

7. You are 1st Lt. ————, Inf., stationed at West Point, N. Y. You are directed by the Superintendent to investigate and report on the escape of two prisoners during your tour of duty as Officer of the Day, Nov. 29, 1918. During your investigation you interview various witnesses and uncover the following facts:

At 6:00 p. m. on Nov. 29, 1918, the Sergeant of the Guard, Sgt. William Davis, Cav. Det., phoned to you that two prisoners, Privates John Brown and Gregory Pelicano, were absent at 5:30 p. m., when the prisoners were

checked up at the Guard House and marched to their evening meal. These prisoners were in charge of a sentry, Pvt. Elmer Jones, Cav. Det. The prisoners were at work in the powerhouse and had been working there for the past three weeks. The offenses for which they were serving sentences were not serious. Both prisoners would have been discharged in a week. The sentry, a recruit, had received his instructions for the conduct of sentries in charge of prisoners, as Par. 3, S. O. 25, c. s., Post, had been read to the new guard at Guard Mounting. All prisoners had been searched by the Sergeant of the Guard every time they had left or entered the guard house.

Sgt. William Davis allowed Pvt. Pelicano to take an extra pair of shoes with him, as the power house work was in muddy ground. An interrogation of all the prisoners made when you arrived at the guard house at 6:15 p. m., gave no information to account for the non-return of the deserters. Nothing much could be learned about Pvt. Jones, the sentry, as his Det. Commander had not had time to observe him closely.

The engineer at the power house plant and two firemen, who were on duty Nov. 29th, had no information to give next morning when you interrogated them. The prisoners worked outside the power house, and were noticed only when they came in to ask for a drink of water.

At 1:30 p. m., Pvt. Roberts, Q. M. C., while driving his truck up from the station, noticed the prisoners and sentry near the Riding Hall, apparently on their way to work. You concluded that the prisoners had walked through the tunnel, crossed the river by ferry or boarded a train. Interrogation of the officials at the ferry slip and the railroad stations at West Point and Highland Falls failed to uncover any trace of the fugitives. You telephoned the

Chief of Police at Newburgh to watch the evening trains from West Point. You stationed a member of the guard on the wall above the power house to watch for the fugitives in case they were hiding. Early next morning, Nov. 30th, you made a verbal report to the Adjutant. About 9:00 a. m., Private Jones' rifle was found in a culvert near the power house.

You find that due care and diligence were exercised by all non-commissioned officers of the guard; that all Post orders were strictly complied with; and that promptness and thoroughness characterized the efforts to locate the delinquents as soon as their absence was suspected.

In your opinion the sentry and prisoners boarded a passing freight or passenger train near the mouth of the tunnel.

Write the report.

8. Your company has been issued by the War Department three pairs of leather leggins, three woolen sweaters, and three pairs of leather gloves to be worn by men of your organization for a period of six months. You are directed that upon the completion of the period you will render a report to The Adjutant General of the Army expressing your opinion as to the advisability of adopting these articles as part of the individual equipment of the soldier.

FIELD MESSAGES

WRITTEN FIELD MESSAGES. These are usually prepared upon special blanks designed for the purpose. The blanks are contained in small books which are called Field Message Books, U. S. Army. The front of the blank appears below.

[illegible]

This blank is self-explanatory and should always be used when it is at all possible to do so. However, occasions do arise when it is impossible to secure a message blank and in such cases the message must be sent on any scrap of paper that comes to hand. The form of the message is not altered by this fact. Whether a message blank or a piece of ordinary paper is used all the information which would appear on the blank must appear on the scrap paper.

The principal thing to remember in the writing of a field message is that the information which it contains must be accurate and unmistakable. To attain this end, two factors must be brought into play. The first of these is keen and careful observation and the second is specific and faithful expression. Neither alone is sufficient but a proper combination of the two will produce reliable dependable results. A hazy obscure field message is worse than none at all.

The Field Message may be divided into three principal parts; the Heading, the Body, and the Ending. These are further subdivided as follows:

- | | | | | | | |
|-------------------------|---|--|-----------|---------------------|-------------|---------------|
| The Heading | { | 1. Name of Sending Detachment.
2. Location of Sending Detachment
(place).
3. The Date.
4. The Hour of Issue.
5. The number of the Message. | | | | |
| The Body | { | 1. To whom sent.
2. The body proper. { <table border="0" style="display: inline-table; vertical-align: middle;"> <tr> <td style="padding-right: 5px;">1. Enemy.</td> </tr> <tr> <td>2. Your own troops.</td> </tr> <tr> <td>3. Terrain.</td> </tr> <tr> <td>4. Your plan.</td> </tr> </table> | 1. Enemy. | 2. Your own troops. | 3. Terrain. | 4. Your plan. |
| 1. Enemy. | | | | | | |
| 2. Your own troops. | | | | | | |
| 3. Terrain. | | | | | | |
| 4. Your plan. | | | | | | |
| The Ending or Signature | { | 1. Surname.
2. Rank. | | | | |

An example follows.

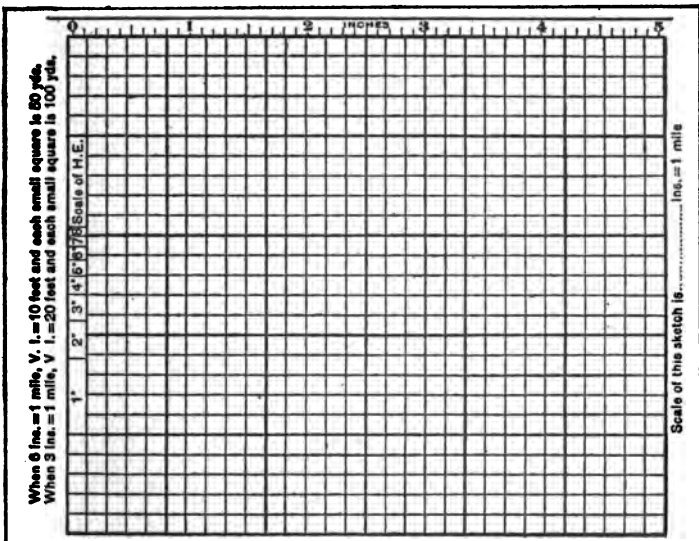
Reconnaissance Patrol, 4th Inf.
CAMBRIDGE CHURCH.

No. 7 4 May 22 3:15 PM.
To Commanding Officer Advance Guard, 6th Brigade:

Two battalions enemy infantry passed here at 2:30 PM going east. Head of our column now at CONCORD BRIDGE. Country sparsely wooded. Will proceed to DORCHESTER.

Swanson,
Sgt.

The reverse side of the Field Message blank is illustrated below. This is used for sketches made in the field.



As to the composition feature of Field Messages only a few words need be said, but these few words are highly

important. In the first place, your sentences must be short. They must contain no more words than are necessary, but clearness must never be sacrificed for brevity. The purpose of a field message is to convey information. That man who can express this information most explicitly in the fewest words will write the best and most valuable field messages.

What has been said about Written Field Messages applies equally to Verbal Field Messages. They should follow the form of written messages as closely as possible and should always be confirmed by written messages whenever practicable.

PROBLEMS IN FIELD MESSAGES

1. You are in command of a patrol located at Fort Putnam. You were directed to send messages to the C. O., 7th Infantry who is located at the City Hall in Cornwall. At 10:05 a. m., you saw a patrol of ten enemy cavalrymen stop for a few moments at the South Guard Gate and then proceed southward. Write the message.

2. You are in command of Support No. 1, located at the crossroads. At noon your position is threatened by a troop of enemy cavalry which you repulse after a short engagement. Write a message covering the incident to the outpost commander who is located at the Fire House in Highland Falls.

3. You are in command of a patrol of three men located on Hill 302, one-half mile south of the Eagle Valley Road. Your Regimental Headquarters is located at Fort Montgomery School-House. About 10:00 a. m. you see a battalion of enemy infantry marching east along the Eagle Valley Road past Cross-Roads 22. You plan to stay where you are until noon. Write the message.

4. You are in command of a reconnoitering patrol from the 1st Infantry. You are marching along the road from Highland Falls to Fort Montgomery. Two miles below Highland Falls, at Cross-Roads 45, you see a battery of enemy artillery go into position on Hill 131. You intend to proceed to Fort Montgomery. The C. O., 1st Inf. is at the Cross-Roads. Write the message.

5. You are sent out with a visiting patrol from Co. "A," 8th Inf. which is Support No. 2, located at Lusk Reservoir. As you approach Outguard No. 1 you are not challenged, nor can any trace of the outguard be found. You decide to keep your patrol there on sentry duty. Outguard No. 1 is located at Delafield Pond. Write the message to the C. O., Support No. 2.

6. You are in command of the 1st Bn., 1st Inf. Your battalion is attacking along the Cornwall Road. At Hill 302, your battalion is delayed by machine-gun fire. You are preparing to attack Hill 302. Write a message to the C. O., 1st Inf., stating the above facts.

7. You are in command of a cavalry patrol sent out from the Advance Guard. You station your patrol at Road Junction 704, one mile west of Pleasant Grove Schoolhouse. At 7:20 a. m. a hostile infantry point passed north across Silver Run. You intend to remain in observation. Write the message.

8. You are in command of a patrol sent out from the 26th Infantry which is acting as an outpost for the 12th Division. You are proceeding to Hill 19 when you hear sounds of excavation work on your left front. Cautious reconnoitering convinces you that the enemy is emplacing a platoon of field-pieces three-quarters of a mile east of the Cross-Roads. You intend to remain in observation.

Write a message to your C. O., who is located at Moore's Farm.

9. You are in command of a mounted patrol sent out by the C. O., 1st Inf., from West Point to reconnoiter from West Point to Stony Point in order to locate any enemy troops which may be in that direction. You discover that the road and vicinity are free from enemy troops. You intend to remain at Stony Point for 24 hours. Write a message.

10. Your regiment is located at Newburgh, N. Y. The Regimental Commander directs you to reconnoiter as far as Highland Falls in order to detect the presence of enemy troops. Upon arrival at West Point you go to Fort Putnam to get an extended view of the surrounding country. At 8 a. m. you notice a platoon of enemy infantry constructing intrenchments to the north of Highland Falls and just to the west of the HIGHLAND FALLS-WEST POINT ROAD. You intend to remain in observation until noon. Write the message.

CHAPTER VI

ORDERS

In military use, the term order is applied generally to a formulated command, oral or written, issued by a commander to his subordinates. An extension of its application in the United States service has led to the inclusion under the head of orders of such matters as the announcement of the result of target practice, and information of trial, decision, and sentence of court-martial. The primary and original use of the term, however, is that indicated in the opening sentence.

Orders may be divided into :

- (A) Routine Orders,
- (B) Combat Orders.

A. ROUTINE ORDERS

Routine Orders include :

- (1) GENERAL ORDERS.—“General Orders publish matters of importance to the whole command which are of permanent interest or are to be constantly observed, such as hours for roll calls and duties, police regulations and prohibitions, laws and regulations for the Army, and eulogies or censures.”

General Orders are general in application, permanent in duration, and administrative and directive in nature.

- (2) **SPECIAL ORDERS.**—"Special Orders are such as concern individuals or relate to matters that need not be made known to the whole command."

Special Orders are specific in application, permanent in duration, and administrative and directive in nature.

- (3) **ORDERS.**—"Orders issued by commanders of battalions forming parts of regiments, companies, or small detachments are simply denominated 'orders' and are numbered in a single series, beginning with the year."

- (4) **BULLETINS.**—"Matter of a purely informatory nature of sufficient interest to be communicated to the service and containing no orders or instructions is published in 'Bulletins.'"

Bulletins are general in application, permanent in duration, and administrative and informatory in nature.

- (5) **CIRCULARS.**—"Circulars contain information or instructions that are administrative in nature, but not so general in application nor so permanent in duration as to warrant publication in general orders or bulletins."

"In a limited number of cases it is desirable to expedite the distribution to the service of certain information or instructions which are of a nature to warrant publication in a general order or bulletin. In such cases the information or instructions are first published in a mimeographed, numbered circular and then at the end of the current month republished in a general order or bulletin. When this general order or bulletin is printed and distributed to the service the numbered circular orig-

inally publishing the matter is rescinded as a circular."

Circulars may or may not be general in application, they are semi-permanent in duration, and may be either administrative, directive, or informatory in nature.

- (6) **MEMORANDA.**—Memoranda publish matter of a temporary duration.

Memoranda may or may not be general in application, they are temporary in duration, and may be either administrative, directive, or informatory in nature.

- (7) **COURT-MARTIAL ORDERS.**—Court-Martial Orders publish the result of trials by courts-martial, including so much of the proceedings as will give the charges and specifications, the pleas, findings, and sentence, and the action and remarks of the reviewing authority.

- (8) **CHANGES.**—"Amendments to Army Regulations and other regulations and manuals of the War Department are published as 'Changes' . . ."

Routine Orders.—For purposes of detailed consideration we may divide the routine order into four parts: (1) Heading; (2) Designation and serial number; (3) Body; (4) Authorization and signature.

(1) *Heading.*—The heading of a *routine* order includes the official title of the office of issue and the place and date, and is located commonly near the right hand margin of the sheet. In printed routine orders, the title of the office of issue may be printed in the middle of the sheet, and the place and date near the right hand margin. Examples of the proper heading follow:

WAR DEPARTMENT,
WASHINGTON, *December 12, 1918.*

HEADQUARTERS UNITED STATES MILITARY ACADEMY,
WEST POINT, N. Y., *October 28, 1918.*

(2) *Designation and Serial Number.*—The designation and serial number include the name of the class of order and the file number of the order in its class. These two items always appear together. They are located near the left hand margin of the sheet, commonly beginning a line below the heading; in printed routine orders they are also often put in abbreviated form between brackets in the extreme upper right hand corner of the sheet above the heading. Examples of the correct heading, and the designation and serial number follow:

[S. O. 204]

HEADQUARTERS UNITED STATES MILITARY ACADEMY,
WEST POINT, N. Y., *October 18, 1918.*
SPECIAL ORDERS,
No. 204

WAR DEPARTMENT,
WASHINGTON, *July 8, 1916.*
GENERAL ORDERS,
No. 26.

(3) *The Body of the Routine Order.*—The body of a routine order may treat of more than one subject. If such is the case, insofar as concerns general orders and bulletins, the body is divided primarily into sections, which in turn may be divided into paragraphs. The sections are numbered in Roman, while the paragraphs within a sec-

tion are numbered in Arabic numerals. Each section deals with a single subject, a statement of which immediately follows the section numeral. Nothing more need be said other than to emphasize once more the importance of adhering to the rules of good writing.

(4) *Authorization and Signature*.—The authorization and signature consist, as the words imply, of the statement of the authority by which the Adjutant or Chief of Staff issues the order, and the signature of this officer with his rank and official status. In the rare cases where the commanding officer prepares and issues his own order, the authorization, of course, disappears. The statement of the authorization begins at the left hand margin of the sheet; the signature is placed a line below and near the right hand margin. Examples of proper authorization and signature follow:

BY ORDER OF THE SECRETARY OF WAR:

H. L. SCOTT,
Major General, Chief of Staff.

BY ORDER OF THE SECRETARY OF WAR:

H. P. McCAIN,
The Adjutant General.

BY ORDER OF COLONEL TILLMAN:

C. C. CARTER,
Major, Coast Artillery Corps,
Adjutant.

The following examples will serve to illustrate the principles which have been stated above.

[G. O. 11.]

GENERAL ORDERS, {
No. 11.

WAR DEPARTMENT,
WASHINGTON, *February 17, 1920.*

Section.

Designation of Fort Crockett as saluting station.....	I
Exemption of fortification projects from Real Estate Service.....	II
Indorsement on application of enlisted men for retirement.....	III
Sale of clothing, accouterments, and equipment to officers.....	IV

I..Designation of Fort Crockett as saluting station.—So much of paragraph 1, section IV, General Orders, No. 38, War Department, 1919 (Designation of saluting stations), as designates Fort San Jacinto as the saluting station for Galveston, Tex., is amended so as to designate Fort Crockett as the saluting station for that port.

[335.13, A. G. O.]

II..Exemption of fortification projects from Real Estate Service.—The provisions of paragraph 2, section 11, General Orders, No. 117, War Department, 1919 (Real Estate Service), are modified so as to exempt from control of the Real Estate Service all projects for the acquisition of real estate, or interests therein, that may be required for sites for fortifications and sea-coast defenses, which remain as heretofore, under the direction of the Chief of Engineers. However, copies of all instruments transferring title or interest in real estate for fortifications or sea-coast defenses shall be transmitted by the Chief of Engineers to the Real Estate Service for record and filing.

[601.1, A. G. O.]

III..Indorsement on application of enlisted men for retirement.—In forwarding the application of an enlisted man for retirement as prescribed in paragraph 156, Special Regulations No. 57, War Department, 1919, the immediate commanding officer will state in his indorsement whether the soldier has or has not lost any time during the current enlistment which is required to be made good under the one hundred and seventh article of war.

Where time is to be made good the period will be stated substantially as shown in the following examples:

To make good time lost by AWOL from July 1 to 10/19, and Sept 5 to 12/19.

Sick not LD from Jan 5 to 20/20.

In confinement awaiting trial, convicted, from Feb 2 to 6/20.

In confinement awaiting trial and serving sentence from Mch 10 to 25/20.

[220.85, A. G. O.]

IV..Sale of clothing, accouterments, and equipment to officers.— Paragraph 2, section III, General Orders, No. 14, War Department, 1919, as amended by section IV, General Orders, No. 107, War Department, 1919, is rescinded and the following substituted therefor:

1. Under the provisions of section 9 of the act of Congress approved August 31, 1918, articles of clothing, accouterments, and equipment will be sold to officers at Washington, D. C., New York, N. Y., West Point, N. Y., and such other places where the numbers of officers to be served justify such action, provided that facilities for such sales shall be established only at stations or places designated by the Quartermaster General, Director of Purchase and Storage, after consultation with department commanders concerned.

2. Stores at present existing for the sale and manufacture of uniforms, accouterments, and equipments will be continued as now established, and the Quartermaster General, Director of Purchase and Storage, is authorized to add tailoring establishments to any of these stores or to such other stores as may be established after consultation with department commanders, and to keep on hand at such stores an adequate supply of cloth and other needed material, when in his judgment the needs of the service demand the addition of such tailoring establishments.

3. Where these stores, provided for in the foregoing paragraphs, are not established, each zone supply depot (except Atlanta, Ga.) will keep on hand a complete stock of accouterments and equipment (except uniforms) needed by officers.

[400.321, A. G. O.]

BY ORDER OF THE SECRETARY OF WAR:

PEYTON C. MARCH,

General, Chief of Staff.

OFFICIAL:

P. C. HARRIS,

The Adjutant General.

(S. O. 104)

Headquarters United States Military Academy,
West Point, N. Y., May 19, 1920.

Special Orders, }
No. 104. }

1. There will be a review of the U. S. Corps of Cadets immediately after the 11 a. m. recitation on the 20th instant in honor of the French Mission headed by Engineer General Charbonnier (Lieutenant General).

(335.2)

2. Under the provisions of paragraph 934, Army Regulations, Private George D. McKee, 6022608, U. S. Military Academy Detachment of Field Artillery, is put upon probation until June 2, 1920, and is restored to duty upon condition that if his conduct is not good while on probation he will be required to serve the remainder of his sentence.

(201)

By command of Brigadier General MacArthur:

W. A. GANOE,
Captain of Infantry,
Adjutant.

[BUL. 9]

BULLETIN }
No. 9.

WAR DEPARTMENT,
WASHINGTON, *March 20, 1920.*

Civilian patients discharged from Army hospitals for disobedience.. I
Procurement of envelopes for the military service under Post Office
Department contracts III

I..Civilian patients discharged from Army hospitals for disobedience of rules.—Section IX, Bulletin No. 16, War Department, 1919, is amended by adding the following paragraph:

A civilian patient discharged from an Army hospital for disobedience of the rules and regulations thereof may be refused admission thereto or to any other Army hospital within 90 days after such discharge, except when necessary to save life or to prevent extreme suffering.

III..Procurement of envelopes for the military service under Post Office Department contracts.—Bulletin No. 28, War Department, 1915, is rescinded and the following substituted therefor:

1. Envelopes for use in the War Department and the military service are procured under annual contracts awarded by the Post Office Department.

2. The Quartermaster General, Director of Purchase and Storage, Washington, D. C., is designated as the officer to call on contractors for envelopes required by the War Department and the military service, except those required by The Corps of Engineers for river and harbor and fortification work.

3. All requisitions approved by proper authority will accordingly be forwarded to the Quartermaster General, Director of Purchase and Storage, Washington, D. C., for action.

[462.4 A. G. O.]

BY ORDER OF THE SECRETARY OF WAR:

PEYTON C. MARCH,
General, Chief of Staff.

OFFICIAL:

P. C. HARRIS,
The Adjutant General.

CIRCULAR
No. 183.

WAR DEPARTMENT,
WASHINGTON, *May 17, 1920.*

APPOINTMENTS IN THE MEDICAL CORPS
UNITED STATES ARMY

(PERMANENT ESTABLISHMENT)

1. For the purpose of filling existing vacancies in the Medical Corps, United States Army (Regular), examinations of all eligible applicants will be held on June 14, 1920, at various points throughout the United States. Applications for examination from candidates in the Military service will be addressed through military channels, to the Surgeon General of the Army, Washington, D. C. Compliance with provisions of paragraph 786, Army Regulations, is enjoined.

2. The examination will be open (a) to persons who have had military service in The World War, and (b) to civilians. Applicants must appear for examination without expense to the Government.

3. The present law requires that persons commissioned in the Medical Corps shall be citizens between the ages of twenty-two and thirty-two years and that original appointments shall be made in the grade of first lieutenant.

4. The requirement that an applicant for appointment in the Medical Corps, Regular Army, shall have served at least a year's post graduate hospital internship is waived in the case of applicants who have served satisfactorily as commissioned officers of the Medical Department for a period of at least one year during the World War.

5. The following data in the order indicated must be furnished by applicants:

- a. Name in full; (Initials not acceptable)
- b. Date of birth;
- c. Place of birth;
- d. Permanent home address;

- e. Medical school or schools from which graduated, with dates;
- f. Professional experience;
- g. If an officer who has served during The World War; complete statement of military services, setting forth (1) the organizations in which served with inclusive dates, (2) present organization if still in the service, (3) grade in which originally appointed, (4) present grade, if still in the service, (5) date, place of discharge, and rank at time of discharge, if no longer in the service;
- h. Statement of any service as contract surgeon, in Medical Reserve Corps, in the Medical Section, Officers' Reserve Corps, or in the Medical Service in Volunteers;
- i. In case of alien birth—(1) documentary evidence of naturalization, (2) if naturalized through parent, documentary evidence of father's naturalization and sworn statements from two reputable United States citizens establishing relationship between candidate and his father.

6. Selected applicants will be authorized by proper authority to appear at a designated place for examination. Examining boards will be convened by direction of The Adjutant General of the Army and will be guided by instructions of the Surgeon General. Report of examinations and records thereof will be forwarded to the Surgeon General for grading and transmittal to The Adjutant General of the Army with recommendations covering appointments to be made.

(210.1, A. G. O.)

BY ORDER OF THE SECRETARY OF WAR:
PEYTON C. MARCH,
General, Chief of Staff.

OFFICIAL:
P. C. HARRIS,
The Adjutant General.

(Mem. 30)

Headquarters United States Military Academy,

West Point, N. Y., June 8, 1920.

Memorandum, }
No. 30. }

Owners of motor vehicles who reside on the Post will register the license and engine number of each vehicle at the Adjutant's Office.

The registry will be made on or before the 20th instant in a book on the stand for Officers' Register in the Administration Building.

(451.1)

By command of Brigadier General MacArthur:

W. A. GANOE,
Captain of Infantry,
Adjutant.

[S. C. M. O. 2]

Headquarters United States Military Academy,
West Point, N. Y., March 6, 1920.

Special Court-Martial }
Orders, No. 2. }

Before a special court-martial which convened at West Point, N. Y., pursuant to paragraph 6, Special Orders, No. 237, these headquarters, 1919, was arraigned and tried:

Private _____, U. S. Military Academy Detachment of Field Artillery.

CHARGE I.— Violation of the 61st Article of War.

Specification.— In that Private _____, U. S. Military Academy Detachment of Field Artillery, did, at West Point, N. Y., without proper leave, absent himself from his detachment from about 6 a. m. February 22, 1920, to about 6 p. m. March 3, 1920.

CHARGE II.— Violation of the 96th Article of War.

Specification.— In that Private _____, U. S. Military Academy Detachment of Field Artillery, did, at Kingston, N. Y., on or about the 2d day of March, 1920, unlawfully carry a concealed weapon, viz., a black jack.

PLEAS.

To the Specification, Charge I: "Guilty."
To Charge I: "Guilty."
To the Specification, Charge II: "Guilty."
To Charge II: "Guilty."

FINDINGS.

Of the Specification, Charge I: "Guilty."
Of Charge I: "Guilty."
Of the Specification, Charge II: "Guilty."
Of Charge II: "Guilty."

SENTENCE.

"To be confined at hard labor, at such place as the reviewing authority may direct, for two months and to forfeit two-thirds of his pay per month for a like period."

The sentence is approved and will be duly executed at West Point, N. Y.

(250.45)

By command of Brigadier General MacArthur:

W. A. GANOE,
Captain of Infantry,
Adjutant.

PROBLEMS IN ROUTINE ORDERS

1. You are Captain John K. Spenser, Adjutant of the 1st Infantry, stationed at Fort Thomas, Kentucky. The Regiment is commanded by Colonel Frank L. Simons, 1st Inf.

Write:

- (a) A General Order containing a single paragraph.
- (b) A General Order covering two unrelated subjects.
- (c) A General Order containing two paragraphs.
- (d) A Special Order.
- (e) A Memorandum.
- (f) A Special Court Martial Order.

2. Write:

- (a) An Order.
- (b) A Circular.
- (c) A Bulletin covering a single subject
- (d) A Bulletin covering two unrelated subjects.

B. COMBAT ORDERS *

1. Orders issued in campaign, or in operations, by any unit, no matter what its size, dealing with tactical or stra-

*The material for the chapter on Combat Orders was furnished by The School of the Line at Fort Leavenworth, Kansas, and is the result of experiences in the World War and the School of the Line Course of 1919-1920.

It is not the intent of this department that any attempt be made to instruct cadets in the *estimate of the situation* or in the *decision* since these properly belong to the study of Tactics and not to that of English Composition. Furthermore, we may disregard the *distribution of troops*, since a proper knowledge for deciding this question results from a study of army organization and is not connected with Eng-

tegical instructions to subordinate units are known generally as *combat orders*.

2. Combat orders are the expression of a fixed decision and must state definitely the end in view, such as "To attack," or "To take up and defend" a position.

3. The amount of detail given in any order depends upon the composition and size of the force for which the orders are issued; the larger the force the more general, the smaller the force the more detailed the orders.

4. Combat orders of the War Department, of general headquarters, or of a group of armies are generally in the form of letters of instruction. These are issued at the beginning of operations and from time to time thereafter. They regulate movements over large areas and for considerable periods of time. They are general in character and state the objective sought and the part each army is to play in attaining this objective.

5. Combat orders of an army recite the decision of the commanding general and assign the tasks each corps is to perform in carrying out such decision. The details as to the movements of any part of a corps, including the trains, have no proper place in combat orders of an army. Similarly, combat orders of corps assign the tasks of divisions; those of divisions, the tasks of brigades, etc.

6. In corps and divisions, or in forces smaller than a division but made up of two or more arms, the combat orders recite the purpose of the commander, which is either the expression of his own decision or the task allotted him by the higher commander, and state definitely the task that each subordinate unit is to perform in the execution of this purpose. How the allotted task is to be

lish Composition. In the study of the Combat Order, then, we shall concentrate upon the composition of the body of the order, noting such peculiarities of its form and expression as are directly connected with the problems of writing.

performed is the function of the commander of the subordinate unit.

7. Combat orders include:

- (a) Warning orders.
- (b) Field orders.
- (c) Administrative orders.
- (d) Movement orders.

8. A warning order is one issued as a preliminary to a field order which is to follow. It may take the form of a message or of a field order and may be written or verbal. The conditions involved in each situation determine whether a warning order is necessary or desirable and its form.

9. The object of the warning order is two-fold:

(1) To give advance information so that commanders may make necessary and timely arrangements to carry out the missions to be prescribed in the field order which is to follow.

(2) To insure the assembling of the command in such position or formation as will facilitate the execution of the plan of action to be prescribed in subsequent field orders.

10. Warning orders are particularly applicable in giving advance notice of a move.

11. Field orders are the formal orders setting forth the tactical plan of action and missions decided upon and such details as to method of execution as will insure co-ordinated action by the whole command. Their objects are to bring about a course of action, in accordance with the intention of the leader, suited to the situation and to insure full coöperation between all arms and services. They are issued for marches, halts, formation of camps or

bivouacs, advance, flank and rear guards, outposts, combats, etc. The properly written field order is brief and to the point but contains all information and directions essential to the proper functioning of the combat arms. It is so plain that the recipients obtain a clear mental picture of the plans and intentions of the commander who issues it.

12. The administrative order is a companion to the field order and covers in detail the question of trains, supply, evacuation, road control, salvage, etc. It is the name given to that class of orders referred to in paragraph 87, *Field Service Regulations*, as "Orders."

13. The administrative order, issued only by divisions and higher commands, largely takes the place of paragraph 4 of the field order. In commands smaller than the division the administrative details and subject matter appear in paragraph 4 of the field order. In any case sufficient information is given in paragraph 4 of the field order to insure intelligent action by the combat units. The time element, even in divisions, may demand that certain administrative details be placed in paragraph 4 of the field order.

14. Movement orders are used only in the corps and army, never in divisions or lower units. They direct movements of corps and army troops, especially such movements as are not directly involved in a combat mission. Occasionally, too, they are used by the corps and army to direct the movement of divisions in back areas, but, as a rule, orders for divisions are in field orders.

15. The preparation of field orders requires thought, study and concentration. It is an art which cannot be acquired over night. To write a concise and understandable field order requires much and constant practice.

16. Before writing the field order the commander issu-

ing it goes through a process of reasoning, as a result of which he forms a decision and settles upon a definite plan of action. The field order is the method of communicating to the troops this decision and plan of action. It is the expression of the decision and will of the commander.

17. This process of reasoning is known as the "estimate of the situation." It varies widely from, on the one hand, the commander of a separate force who decides freely as to his mission and methods, to, on the other, the commander of a subordinate unit whose functions are confined mainly to amplifying and executing the decision of his superior. Whether written out, or only performed mentally, an estimate of the situation is a necessary preliminary to every field order issued by a commander clothed with freedom of decision; and, to a lesser degree only by one restricted to amplifying and executing the decision of his superior. In no other way can a logical and definite decision be reached. It involves a careful consideration, from the commander's point of view, of all the circumstances affecting the particular problem. It means a methodical analysis of the facts and factors which might influence decision, an assignment of values to the same, a weighing of the advantages and disadvantages of every possible course of action, and finally, a decision as to the one which promises most. A suitable solution is reached only by hard, methodical, systematic thought. The commander must consider his mission as set forth in the orders or instructions under which he is acting, or as deduced by him from his knowledge of the situation, all available information of the enemy (strength, position, movements, probable intentions, etc.), conditions affecting his own command (strength, position, supporting troops, etc.), and the terrain insofar as it affects the particular military situation.

18. Clear and definite orders result from logical and sure decisions and transform the decision into action. The finest decision and tactical plan are of little value unless followed by clear and definite orders.

19. A field order is faulty if it does not convey to the recipient the exact meaning and intention of the author. Exactitude of language and care in the choice of words are necessary. Vague and ambiguous orders indicate vacillation and the absence of definite decision on the part of their author. Troops have the right to be told, in terms that are direct and unmistakable, exactly what their leader wants them to do.

20. Expressions depending upon the viewpoint of the observer such as "right," "left," "in front of," "behind," "on this side," "beyond," etc., should be avoided. Reference should be made to points of the compass instead.

21. The terms "right" and "left," however, may be applied to individuals or bodies of men, or to the banks of a stream. In the latter case the observer is supposed to be facing down stream.

22. The terms "right flank" and "left flank" are fixed designations. They apply primarily to the right and left of a command when facing an opposing force and do not change when a command is retreating.

23. The "head" of a column is its leading element, no matter in what direction the column is facing. The other extremity is the "tail."

24. The expression "advance on," or "march on," is used when doubt exists as to whether the unit will reach the destination mentioned; or when two or more days' marching is necessary. On the other hand, the expression "advance to," or "march to," is used when it is reasonably certain the destination will be reached.

25. The expression "will clear" means that all elements of the designated organization shall have passed the indicated place. Thus, "The column will clear cross-roads 573 by 7:00 AM" means that the tail of the column shall have passed the designated point by the hour indicated. When speaking of the head of a column, "will reach" or "will pass" are used instead of "will clear."

26. The word "precede" means that a leading element regulates its march on a rear element, thus: "The advance guard will precede the main body at 500 yards" means that the main body regulates the march.

27. The word "follow" means that a rear element regulates on an element in front, thus: "The main body will follow the advance guard at 500 yards" means that the advance guard regulates the march.

28. The words "attached to" mean that the unit to which they refer is actually attached to and comes under the direct orders of the commander of the unit to which attached. For example, "The 1st Light Artillery is attached to the 1st Brigade" means that the artillery regiment is temporarily detached from the control of the artillery brigade commander and comes directly under the orders of the commander of the infantry brigade.

29. The words "will support" mean that the unit affording the support does not necessarily come under the direct orders of the commander of the unit supported. Thus, "The 1st Light Artillery will support the 1st Brigade" shows the infantry commander to what unit he looks for artillery support, while the artillery regiment remains under the direct orders of the artillery brigade commander.

30. Geographical names are written or printed in CAPITALS. This minimizes the chance of error and makes the places mentioned stand out prominently in the order.

If the spelling does not conform to the pronunciation, the latter is shown phonetically in parentheses, thus: BICESTER (Bister), GILA (Hee'-la).

31. When two or more places or features on the map have the same name they should be distinguished by reference to other prominent nearby points. The same rule applies to obscure places or features. If the map is provided with grid lines, places or features can be located easily and accurately by giving the coördinates. This should be done whenever any doubt exists. On some maps, such as the geological survey maps, places can be located by giving the latitude and longitude.

32. A road is designated by connecting two or more names of places on the road with dashes, thus: "LEAVENWORTH—LOWEMONT—ATCHISON road."

33. Axes of signal communications and boundary lines between units are designated in like manner. It should be borne in mind, however, that axes and boundary lines are not necessarily along roads. The use of a road as a boundary line is the exception rather than the rule. In describing boundary lines prominent and unmistakable terrain features are chosen.

34. As a rule an affirmative form of expression is used. Such an order as: "The supply train will not accompany the division" is defective, because the gist of the order depends upon the single word "not." A better form is, "The supply train will remain at LEAVENWORTH." No doubt then arises.

35. Written orders should be so distinct as to be legible even in a bad light. The one who receives the order may have only a candle or a flash light by which to read it. If the order is not distinct and legible the plan may miscarry. Care should be taken also to see that typed, carbon or mimeographed copies are so distinct as to be easily read.

36. Field orders should be brief, but clearness should not be sacrificed for the sake of brevity. A telegraphic brevity of expression should be cultivated. Care must be taken in so doing that clarity is not lost by the omission of essential words. To express an order with telegraphic brevity requires much thought and concentration. Short and terse sentences are easily understood and are therefore preferable to long and involved ones. Conciseness, brevity, and exactitude of language are paramount considerations. Neither too much nor too little should be stated. Above all, an order must be so worded that the exact intention of the commander is conveyed to the subordinate receiving it, and so expressed that the latter gets a complete picture of the situation.

37. Conjectures, expectations, reasons for measures adopted, and detailed instructions for a variety of possible events, do not inspire confidence and should be avoided. Ambiguous terms must not be used. The commander must accept the entire responsibility. Such expressions as "attempt to capture," "try to hold," "as far as possible," "as well as you can," etc., should be avoided. They tend to divide responsibility between the commander and his subordinates. They are equivalent to hedging. A good commander does not hedge. The order must be so plain that there is no possible chance of misunderstanding.

38. A field order should not trespass upon the province of a subordinate. It should contain everything beyond the independent authority of the subordinate, but nothing more.

39. Field orders should not attempt to arrange matters too far in advance. Such orders may have to be recalled and others substituted. Such changes injure morale and are apt to impose unnecessary hardships upon a command.

40. When the transmission of orders involves a considerable period of time, during which the situation may change, detailed instructions are avoided. The same rule applies when orders may have to be carried out under unforeseen circumstances. It is better to give general instructions, preferably in letters of guidance, stressing the object to be attained, but leaving open the means to be employed.

41. Details of time and place should be carefully stated. Subordinate officers and staff officers should synchronize their watches with the official time kept at headquarters.

42. Orders issued by subordinates should not be mere repetitions of those of higher authority with additions of their own. New orders are generally clearer and more satisfactory.

43. The use of recognized and authorized abbreviations is recommended. The only abbreviations used in the body of the order are those authorized for tactical organizations, for designating rank, and the use of AM and PM for morning and afternoon is preferable but not mandatory. The principal desideratum is consistency. If any abbreviations are used they should be used throughout. In other words, the order should not contain words abbreviated at times and written out in full at others. One method or the other should be followed throughout.

44. Dates in the heading of an order are abbreviated the same as are the dates in the Army Register, i.e., "1 Jan 20." In naming a night both days should be mentioned, thus: "night 1-2 Jan 20."

45. Time is designated by using twelve-hour periods and appending AM or PM as the case may be. These abbreviations are written in capitals and without periods. Minutes from 0 to 9 are indicated by using ciphers, thus:

" 1:00 AM, 1:09 PM." " Noon " and " midnight " are written, thus: " 12:00 noon " and " 12:00 midnight."

46. To enable the will of the commander to be quickly understood, to secure prompt coöperation among his subordinates, and for ready reference, field orders are required to follow a general form. If each commander who issues a field order follows a form of his own, and if no two of these forms are the same, confusion will result, misunderstandings occur, and essentials be overlooked. If each has his own method there will be no uniformity and uniformity is necessary for the reasons above stated. The standardized form for field orders is logical and necessary.

47. The form prescribed is divided into the following sections or parts to each of which is assigned a particular class of information:

- (a) The heading.
- (b) The distribution of troops (in certain orders).
- (c) The body.
- (d) The ending.

48. The heading contains the title or name of the issuing officer's command, the place, date and hour of issue, the number of the order, and reference to the map or maps used.

49. The title appears in the upper right hand corner of the first page. It is the official designation of the command and may be abbreviated or written in full. If abbreviated then abbreviations should be used throughout the order. Conversely, if written in full, the remainder of the order should be consistent and no abbreviations should be used.

50. A fraction of an organization which cannot be des-

ignated by naming one or more of the subdivisions receives the general title of "detachment." A detachment is a body of troops separated from a higher command and intrusted with a special mission. Nearly every command of any size is composed of troops from different arms or special services, or both, and when not constituting a division, brigade, or other authorized unit, the question arises whether to call a command a "detachment," or to give it the tactical designation of the predominating arm or special service. The title of the command is that of the predominating element, unless the proportion of auxiliary troops or special troops equals or exceeds that prescribed for a division, in which case the command is a detachment. As a matter of fact, under our present organization, the occasions that will make it necessary to draw this fine distinction will be rare.

51. In the same corner and on the line next below the title appears the place of issue. Because of need for secrecy, it may be desirable at times to omit the place of issue. Instructions that such omission will be made will emanate usually from higher authority.

52. The date and hour are written on the line below the place of issue, and as indicated in paragraphs 44 and 45. The hour given in the heading is the time at which the order is signed; not when the decision is made nor when the order is begun.

53. The number of the order appears in the upper left hand corner of the first page. Field orders are numbered separately and consecutively, even though two or more are issued in one day. A new series is not instituted for each year.

54. The map reference appears next below the number of the order, and designates the map, or the list of maps, to which reference is made in the order. Such designa-

tion is necessary to prevent confusion that might arise because of maps of different classes and scales covering an area. This reference is "Map(s): Title, scale, and names of sheets used." The description should sufficiently identify the maps. The word "reference" is not necessary.

55. The distribution of troops shows the tactical components into which a command is divided (advance guard, main body, etc.), and the troops assigned to each. Its use is restricted ordinarily to march orders, outpost orders, or the first field order of a command newly created or organized. In other cases it is usually more convenient to name the troops in the body of the order, where their duties are prescribed. When a distribution of troops is used it is headed "Troops" and, in written or printed orders, is placed on the left of the body, generally occupying about one-third of the page. The tactical components are marked with lettered subheads (a), (b), (c), etc., the troops listed under each performing the task prescribed in the similarly marked subparagraphs of paragraph 3 of the order. In case orders are dictated, or sent by wire or signals, the distribution of troops (if used) is given immediately after paragraph 2, without number.

56. The body of the order is the most important part. It contains the information and instructions most needed by the troops. In order that a command may function properly its field orders must contain certain information and data, such as:

- (1) Information of the enemy and of our supporting troops.
- (2) The general plan or mission.
- (3) Detailed tactical instructions for the various units.

- (4) Instructions regarding supply and evacuation.
- (5) The means by which communication is maintained and the location of commanders.

For reasons given in paragraph 46 this data should be presented to the command in some logical order. The above data, if properly arranged and presented, comprises everything needful to a complete and thorough understanding by those receiving it. This data, in varying degrees of detail, is needed by every unit, no matter what its size. The prescribed five-paragraph field order segregates in separate paragraphs and presents in logical sequence the information and instructions most needed by the troops. Paragraph 1 is devoted to information, paragraph 2 outlines the general plan, paragraph 3 sets forth the necessary tactical instructions, paragraph 4 provides for supply and evacuation, and paragraph 5 contains the needed information and directions as to the maintenance of command.

57. Paragraph 1 contains such information of the enemy and of our supporting troops as subordinates should know. It is probably one of the hardest paragraphs to write. It requires a wise discrimination to determine just how much information is necessary to impart to the troops. If too verbose the salient and principal information may be hidden in a mass of unimportant detail. On the contrary, if too brief, essential information may be omitted. Verbosity is to be guarded against but, at the same time, the information given should not be so limited as to hamper the commanders concerned.

58. The information given in the first paragraph of an

army field order is general in character, covers the whole front of the army and probably contains information of neighboring armies. It is the information needed by corps commanders to formulate their orders. Such information in brigade orders might be of little benefit to the commanders of the regiments concerned. In this case the information should be more detailed in character and should relate more especially to the brigade front, which is limited in comparison with the front of the army. The information contained in the army order, if incorporated in the brigade order, might tend to cloud the issue instead of making the picture clearer.

59. Subordinate commanders should not copy verbatim the information contained in the order of the superior commander. It is an easily acquired habit which should be rigidly avoided. It is much better to digest the information, select that which is essential, rewrite it and present it from the viewpoint of the commander concerned.

60. It must be remembered that subordinate commanders have sources of information other than that contained in the orders of the superior commander. The information in the possession of the intelligence personnel of the unit concerned should be studied and utilized.

61. Paragraph 1 is devoted exclusively to information and should contain no part of the plan or detailed instructions of the commander. Conversely, items of information purely should be excluded from the other paragraphs of the order. However, the information contained in paragraph 1 should bear a direct relation to the plan given in paragraph 2. The latter is necessarily based to a certain extent on the former.

62. The information contained in this paragraph is of two kinds:

- (a) That referring to the enemy.
- (b) That referring to our own troops.

These two classes should not be mixed. Each should be segregated. It may be advisable frequently to give each as a separate lettered subparagraph.

63. A distinction should be made between information which is positive and that which is only conjecture. Care must be used to avoid conjecture as to the enemy's probable mode of action. Information which tends to raise the morale is always advisable, but information which may have the contrary effect should be used sparingly or avoided. In general the information imparted should be such as will give the subordinates receiving it a clear picture of the situation and enable them to see how the part they play fits into the teamwork of the whole.

64. Paragraph 2 contains the general plan of the commander, or so much thereof as will insure coöperation of all parts of the command. It should be in definite concise language; not ambiguous nor filled with qualifying phrases. This paragraph should:

- (1) Give to the command a definite picture of what the commander has decided to do, and
- (2) Show that the responsibility for the action decided upon is assumed in its entirety by the commander.

65. This paragraph may recite the mission as given by higher authority, or it may state the decision of the commander arrived at by his estimate of the situation. The plan of a subordinate commander is not necessarily the same as the plan of the superior. The plan of the subordinate is based primarily on the plan of the superior,

72. When it is necessary to prescribe zones of action, the zone of action of the unit issuing the order is given in paragraph 2. Those of subordinate units are given in the subparagraphs of paragraph 3 relating to those units. For example: paragraph 2 of the army order gives the zone of action of the army, paragraph 3 the zones of action of the different corps; paragraph 2 of the corps order gives the zone of action of the corps, paragraph 3 the zones of the divisions, etc. Zones are not prescribed for supporting and auxiliary arms, i.e., artillery, tanks, air service, etc.

73. The zone of action of a higher or of an adjoining unit, when given, appears in paragraph 1. To illustrate: a division gives its own zone of action in paragraph 2, the zone of the corps in paragraph 1, and the zones of the brigades in paragraph 3.

74. When a unit operating independently, advances with two subordinate units abreast it is almost invariably necessary to prescribe a longitudinal boundary line between such subordinate units. It is done by giving the names of terrain features, stating to which unit they belong, either in paragraph 2, or in the subparagraphs dealing with the units. The former is preferable. For example, in a division order:

“Boundary line between brigades: HARNEY — KOON — TRUSTLE (all to 1st Brigade).”

75. Boundaries are necessary in the control of units, particularly large ones, to prevent interference; to fix responsibility for covering definite territory; and to insure that units are in localities where they are needed or desired for further action. However, boundaries must not prevent teamwork; adjoining units cross such boundaries when the tactical situation demands.

76. In an attack order it may be necessary to give in paragraph 2, in addition to the general plan or mission of the commander, the objective, time of attack, line of departure, direction of attack, etc. In other classes of order it may be necessary to give other essential data. The amount of detail to be given depends upon the conditions in each situation. The rule is to give sufficient to make the plan clear and to insure teamwork; to give to each subordinate a general understanding of the whole and a complete picture of the part he is to play.

77. Paragraph 3 gives the detailed tactical dispositions ordered by the commander to carry out the plan outlined in paragraph 2; the tasks assigned to each of the several combatant fractions of the command. These tasks are given under as many lettered subparagraphs (a), (b), (c), etc., as may be necessary. Instructions applicable to all fractions are usually embodied in a subparagraph, lettered (x), at the end of the paragraph.

78. The order in which the subparagraphs are assigned to the several combatant fractions is optional with the commander. There is no general rule. In march orders the fractions are considered in their order in column. In other cases, the various elements are considered, and assigned subparagraphs, in the order of their importance in the situation in question.

79. While a subparagraph may be assigned each arm and contain the instructions for the various units of that arm, it is preferable, especially as regards infantry units, to assign a subparagraph to each tactical unit to which instructions are given. As an example, in a division order paragraph 3 (a) may contain all the instructions for the infantry. However, the infantry is organized into brigades and the instructions are really to the brigades as such. In such case the instructions to each brigade are

better separated into subparagraphs and not run together. If the instructions to the infantry are given in one subparagraph, then that subparagraph should be subdivided into additional numbered paragraphs, as (a) 1, (a) 2, each devoted to a brigade.

80. To illustrate this further: The army order contains instructions for the corps and combatant army troops. Each corps and each combatant arm of army troops is given a subparagraph: thus, paragraph 3 (a) contains instructions for the 1st Corps, 3 (b) the 2d Corps, 3 (c) the 3d Corps, 3 (d) the army artillery, 3 (e) the army air service, 3 (f) tanks, 3 (g) reserve divisions, and 3 (x) general instructions applicable to all. Paragraph 3 of the corps orders contains a subparagraph for each division and combatant corps troops. Paragraph 3 of the division order contains a subparagraph for each brigade and other combatant arms belonging or attached to the division. The brigade order contains subparagraphs for each regiment, the regimental order for each battalion, the battalion order for each company, the company order for each platoon.

81. The amount of detail to be given in the instructions depends upon the circumstances of the particular situation, the unit under consideration, and the plan of action of the commander. The larger the unit the more general are its instructions. The lower the unit is in the military scale the more detailed are its instructions. The general rule is that the commander of the unit should be told what he is to accomplish, not how to do it. The order should not trespass upon the province of the subordinate nor destroy his initiative.

82. In every situation which involves combat the commander of the unit concerned must evolve some form of plan of maneuver. Even in a straight frontal attack

every unit, no matter how restricted its area, has certain maneuvering ability, and each commander should show clearly in his order how he proposes to maneuver his command to carry out his plan as outlined in paragraph 2. This can be illustrated by assuming a situation where a division is attacking with brigades abreast and a certain terrain feature, such as a hill close to the boundary of one brigade, is a key point. The brigade in whose zone this terrain feature lies may have very difficult terrain to cross, whereas the other brigade may have favorable ground for advancing. The rapid advance of the latter brigade beyond the hill and threatening it from the rear, or covering it with fire, will probably cause a lessening of the opposition to the first brigade and assist it to advance more rapidly and with less loss. Such an operation would constitute the plan of maneuver of the division commander. It should be so clearly defined in his orders to his brigade commanders that the picture will be clear to them and the required teamwork secured.

83. The situation itself largely determines the amount of detail. For a march, not in the presence of the enemy, practically all that need be given is the route to be followed and the time of starting. On the other hand, for an attack, it may be necessary, in addition to the plan of maneuver, to prescribe the formation, to give an objective, the line of departure, the time of attack, the direction of attack, the zone of action, etc.

84. Subparagraph (x) contains instructions applicable to all elements of the command. To state more in detail what this paragraph includes is difficult. It will be found useful to place herein instructions which would result in much repetition if given in the various other subparagraphs. Care should be taken not to include in this subparagraph instructions which properly belong elsewhere.

85. The subparagraphs devoted to the various auxiliary and supporting arms should be sufficiently in detail to show the part these arms play in the work of the team as a whole. They should show in general the assignments, missions, positions, and special duties. They should contain all information and directions essential to the proper functioning of these arms.

86. When necessary to amplify the subparagraphs relating to auxiliary and supporting arms, the additional instructions appear as annexes to, and accompany, the field order. When used annexes to the same field order are numbered serially and reference is made to them in the proper paragraph of the order, thus: "(See Annex No. 1.)" Annexes seldom appear with field orders of units smaller than a division.

87. Even when accompanied by annexes *the field order should contain within itself all information and directions essential to the proper functioning of the combat arms.* While the field order should be brief and to the point, information and directions essential to the proper functioning of the combat arms should not be eliminated therefrom and covered in an annex to secure brevity. For example, if paragraph 3 (c) of a division field order is devoted to the artillery and reads, "See Annex No. 1," the order is decidedly faulty in that it contains nothing to show the mission of the artillery nor how it is to function in conjunction with the infantry. In addition the superior commander does not take the full responsibility and assign tactical missions to all his command. If the annex should be lost, or does not accompany the field order, the infantry brigade commander will have no conception of the part the artillery is to play in the team. The picture is incomplete and that part of the order is valueless so far as he

is concerned. However, if the paragraph reads "The 1st LA will support the 1st Brig," the picture is complete and the superior commander takes the full responsibility.

88. Annexes are orders prepared by commanders of auxiliary and supporting arms prescribing the details for the employment of their respective arms in accordance with the missions assigned in paragraph 3. Although tied to and amplifying the field order of the division, corps, or army, as the case may be, these annexes are nothing more nor less than field orders for the respective auxiliary arms and are so designated. They set forth in detail the mission of each and the part each is to play. They are employed in situations where time is available for detailed and thorough deliberation and preparation, and where the amount of detail necessary is such that to incorporate it in the field order itself would make it too voluminous. This may perhaps be made clearer in the following presentation. Certain subparagraphs of paragraph 3 of the division field order contain instructions for the infantry brigades of the division. Based upon these instructions brigade commanders issue field orders for their brigades. In a similar manner certain subparagraphs contain instructions for the artillery, air service, etc. Based upon these instructions these commanders issue field orders covering the employment of their arms. The distinction is this: these arms are auxiliary to and support the infantry, they are a part of the team directly under the division commander, and the part they are to play, and their functions in conjunction with the infantry, are determined upon before the field order is issued. Such information is needed by the infantry brigade commanders in formulating their orders. Therefore, the orders for the auxiliary arms are issued as annexes to the

field order of the division so that the infantry brigade commanders may have complete information as to how these arms are to play their parts in conjunction with the infantry.

89. When such detailed information is not really essential to a thorough understanding of the field order, the orders for the auxiliary arms are not made annexes of the field order. For instance, a division has three machine gun battalions, one belonging to each brigade and one divisional battalion. Ordinarily the brigade battalions are under the direct control of the brigade commanders. Circumstances will arise when the work of the three battalions should be coördinated and the brigade battalions removed temporarily from brigade control. Under such circumstances the division machine gun officer prepares a field order covering the details, which field order is issued as an annex to the division field order. On the other hand the division order may contain only instructions concerning the divisional machine gun battalion, leaving the brigade battalions for such duties as brigade commanders prescribe. In this case no annex is necessary as all needed instructions to make the plan clear insofar as the divisional machine gun battalion is concerned can be incorporated in a subparagraph of the field order. In other words brigade orders are based upon and issued after receipt of the division field orders, whereas orders for auxiliary arms, if necessary as annexes, while based upon the division field order, are issued in conjunction with and accompany the field order. At times it may be impossible to issue an annex in time to have it accompany the field order. In this case the order should state that the annex will follow.

90. All, or only a portion, of the following annexes may be necessary.

- (a) Artillery.
- (b) Air service.
- (c) Tank.
- (d) Machine gun.
- (e) Chemical warfare.
- (f) Signal communications.
- (g) Engineer.
- (h) Intelligence.

91. The artillery annex is prepared by the division and army artillery commanders and the corps chief of artillery, the air service annex by the air service commander, the tank annex by the tank commander, the machine gun annex by the division machine gun officer (this annex is not issued for the corps or army), the chemical warfare annex by the gas officer, the signal communications annex by the signal officer, the engineer annex by the engineer officer, the intelligence annex by G2. However, before issue, all are presented to the operations section of the general staff of the unit to insure their coördination with the general plan.

92. Annexes bear at the top of the first page the caption "Annex No. — to Field Orders No —, — Division," followed on the line below by the subject of the annex, as "Artillery," "Machine Gun," etc.

For example:

ANNEX No— TO FIELD ORDERS No— — DIVISION
ARTILLERY

Following this caption comes the heading and the body. Annexes are of two classes, being prepared by (1) officers commanding organizations, and (2) staff officers. In

the first class the heading bears the title and serial number of the organization commanded; it is a field order of such organization. In the second class the heading bears the title of the organization to which the staff officer belongs; the designation "Field Orders No. —" is omitted, but otherwise the annex follows the form prescribed for field orders. The only annex not in the form of a field order is the plan of signal communications.

93. An annex of the first class is signed the same as any field order issued by the commander of such organization. One of the second class is signed by the chief of staff and made "Official" by the officer preparing the annex, thus:

By command of Major General

.....

Chief of Staff.

Official:

.....

Division Machine Gun Officer.

94. The signal communications annex is known as the plan of signal communications and differs from the others in that it is not in the form of a field order. The annex, with its appendices, is issued at the beginning of a campaign and covers general and special instructions regarding signal communications throughout the command. These are applicable throughout the entire campaign, with occasional changes in details, whereas the other annexes are prepared especially for each operation. The plan of signal communications contains instructions for the functioning and use of all means of signal communications adopted for the command, including wire lines, radio, visual signaling, couriers, pigeons, panels, codes and ciphers, and any other adopted means.

95. The engineer annex, when issued, contains all needed data regarding the organization of the ground, works to be constructed, etc. It must be remembered that the engineers, especially division engineers, have a dual rôle, tactical and technical. The latter, such as the maintenance of roads, is their primary function. Any annex setting forth their tactical duties goes with the field order; one setting forth their technical duties, with the administrative order.

96. The intelligence annex, prepared by G2, prescribes the details of ground and aerial reconnaissance, the use of intelligence personnel, location of observation posts, interrogation of prisoners, etc., with a view to obtaining the most complete information of the enemy by supplementing that already on hand. It generally covers operations for a period of several days and, having been issued at the beginning of a combat, changes need be published only to meet some new phase.

97. As stated before, the other annexes contain details necessary to provide for the employment of the auxiliary and supporting arms. Such details include assignments, positions, missions, tactical instructions applicable to the particular unit, etc., to insure the proper functioning of the unit to carry out the missions laid down in paragraph 3 of the field order.

98. Paragraph 4 is devoted to the questions of supply, circulation and evacuation of the command. In commands smaller than the division this paragraph is complete in itself and contains information regarding the trains, ammunition distributing stations, refilling points, march collecting stations, dressing stations, stations for slightly wounded, etc.

99. In divisions and higher units to include the administrative details and necessary information usually would

make the field order too voluminous. As a general rule, then, in the division and higher units, paragraph 4 is very brief and an administrative order is issued in connection therewith as a companion order to the field order, not an annex so-called. The administrative order contains all the administrative and supply information needed by a command. When an administrative order accompanies a field order reference should be made in paragraph 4 to the administrative order by number, thus, "See Administrative Orders No. 3."

100. Administrative orders are numbered serially, but the serial number is not necessarily the same as that of the field order it accompanies. When an administrative order accompanies a field order a notation to that effect should be made on the order so as to identify it with the field order, thus: "Administrative Orders No. 3 (To accompany Field Orders No. 1)."

101. The administrative order gives details as to the location of railheads, refilling points, ration distributing points, hours of issues, ammunition refilling points and distributing stations; information regarding kinds, location and distribution of engineer, signal corps and other material; instructions for the sanitary train, location of dressing stations, field hospitals, march collecting stations, evacuation of men and animals; instructions regarding road circulation, road maintenance, traffic control; instructions for salvage and burial, military police, straggler lines, collection and evacuation of prisoners of war, location of trains and maintenance of contact.

102. Regardless of whether an administrative order is issued, paragraph 4 of the field order shows the locations of stations for slightly wounded when necessary to designate same.

103. The administrative order may be complete within

itself, or be accompanied by annexes. Annexes to administrative orders include:

- (a) A plan of circulation, road control and military police.
- (b) A plan of rationing and miscellaneous supply.
- (c) A plan of ammunition supply.
- (d) A plan of engineer supply and work.
- (e) A plan of evacuation of sick and wounded.
- (f) A plan of evacuation of prisoners.
- (g) A plan of salvage and burial.

Ordinarily the above plans are in the administrative order itself, but occasions may arise where an elaborate plan, supplementing the administrative order as to details, is necessary. It should be noted that these plans do not necessarily follow a prescribed form.

104. Paragraph 5 is devoted to command. It refers to the plan of signal communications, gives the axes of signal communications, and the location of command posts. These subjects appear in this sequence and each is given a lettered subparagraph.

105. Paragraph 5 (a) refers to the plan of signal communications very briefly, containing merely a reference to the number of the annex. In the field order which has this annex accompanying it, paragraph 5 (a) reads:

“5 (a) Plan of Signal Communications: see Annex No—.”

106. In subsequent field orders paragraph 5 (a) is omitted until there is a change in the plan. In such case the subparagraph is again used, thus:

“5 (a) Plan of Signal Communications: (Give brief statement of changes or if the changes are em-

bodied in an annex to the field order, refer to the annex by number.) ”

107. Paragraph 5 (b) gives the axes of signal communications. An axis of signal communications is the route of advance of the command post and is generally along a road, trail, or other available line of advance. It indicates to the signal unit the route along which it will establish a communication system. Wire lines as a rule follow the axis but not necessarily throughout its entire length. If the axis makes a large bend, or a number of bends, the wire lines may be strung along the chords of the arcs. All classes of couriers, foot, mounted and motor, are an essential link in the chain of signal communications, and the designated axes are convenient routes for couriers going forward and to the rear. If the location of the command post is not definitely known, as might be the case while it is being changed from one place to another, the designated axis is a route on which may be found the command post or the means of establishing communication therewith.

108. Axes are designated by enumerating, from rear to front, starting with the location of the initial command post various points or places along the route and joining them by dashes as in indicating a road.

109. Each unit designates the axes for the next lower units. For example, the corps order designates its own axis and those of the divisions; the divisions, its own and those of the brigades; the brigade, its own and those of the regiments; the regiment, its own and those of the battalions.

To illustrate:

5. (b) Axes of Signal Communications:

Division: Crossroads 530 — 562 — GULDENS
— NEWCHESTER — HAMPTON.

9th Brigade: Road junctions 582 — 567 —
crossroads 573 — then same as division.
10th Brigade: Crossroads 562 — GULDENS
— road junction 600 — CASHMUN — hill
602.

110. The points or places enumerated are possible subsequent locations of command posts, which may be located at one or more of the places enumerated, or at points in between. However, they must be located somewhere on the designated axis. The facilities existing, shelter, observation, etc., are some of the determining factors in locating command posts.

111. It is not always necessary to prescribe axes. It is necessary in orders involving combat that the axes and command posts be given to aid the signal troops in promptly establishing communications. When moving from one area or locality to another, or in marches where combat is not a possibility, no axis need be designated. However, in marches where combat is a possibility and a unit is advancing in more than one column, the route along which the command post will advance, is designated as the axis. When a unit is marching on a single road, whether there is a possibility of combat or not, no axis need be prescribed. The axis is along the route of advance.

112. Paragraph 5 (c) shows the location of command posts, places where the commander may be found or where messages are to be sent. If, on a march, the commander moves along at some prescribed place in the column, this paragraph need only state that the commander will be in the indicated place, or that messages will be sent there. However, if the commander or his command post does not move along at a prescribed place in the column and the command post moves by bounds, that is, jumps

from one designated locality to another from time to time, then the location of the command post at the beginning of the march, the subsequent locations and the hour each will be occupied are given. Movement by bounds is the customary procedure in divisions and higher units. When the commander moves along at a prescribed place in the column paragraph 5 of his order need state merely, "I will be at the head of the main body," or "Messages to the head of the main body." When the command post moves by bounds it is expressed in various ways, depending upon circumstances, as "Division command post will close at LEAVENWORTH at 12:00 noon, 1 Jan 20, and open at LANSING same date and hour"; or "Command Post, no change. To open at LANSING at 12:00 noon, 1 Jan 20," or "Command post: LANSING after 12:00 noon, 1 Jan 20."

113. Paragraph 5 (c) usually shows the location of the command post of the unit and of those of the next lower units. In combat this is essential. Thus, in a division order appears the location of the division command post and those of its brigades. The locations given are the initial locations, that is the locations at the beginning of the combat. If the locations of subsequent command posts can be definitely foreseen they may be given, together with the hour of occupation. However, this should not be done if it is merely a matter of conjecture. The course of a combat cannot always be foreseen. If occasion demands, the locations of command posts of higher or adjoining units may be given also.

114. In many orders no mention of the plan of signal communications, axes of signal communications, or locations of command posts is necessary. When any one is omitted the prescribed sequence of the others remains unchanged, but the particular letter assigned above to the

omitted subject is given to the next succeeding subject. For instance, if reference to the plan of signal communications is omitted subparagraph (a) is then devoted to the axes of signal communications, etc. In any event paragraph 5 always shows where the commander can be found or where messages are to be sent.

115. In field orders paragraph 3 gives the detailed tactical instructions for the various units. Paragraph 5 deals with command and its maintenance. Signal troops are charged normally with the installation and maintenance of the means of communication. Given the location of the axes of communication and the command posts the duties of the signal troops in connection therewith are routine and as prescribed in detail in the plan of signal communications. For these reasons ordinarily no mention is made in paragraph 3 of signal troops or their duties. However, special instructions concerning communications not covered in the plan of signal communications, or prescribing other than routine duties appear in paragraph 3. For example, on the march the position of the signal troops, if given, appears in paragraph 3.

116. Following the body of the order comes the authentication or signature. Field orders are signed by commanders themselves or by their principal staff officers. Corps and army field orders usually are signed by the chief of staff. In divisions and smaller units customs differ. In some cases the commanders prefer to sign their orders personally. In other cases this is done by the division chief of staff, or by the adjutant of smaller commands. Either method is correct. Which shall be followed is a matter for determination by the commander concerned and depends upon his personality. He is the responsible officer and it is his order, whether signed by himself or by a staff officer.

117. The distribution given at the bottom is an essential feature of the order and is a check to insure that every officer or unit concerned has been duly notified. It may consist of a general statement showing to what officers or units the order has been furnished and the means by which sent. It may be a list showing specifically the officers and units to which furnished; or be indicated by a symbol, as "Distribution A." In this case "Distribution A" is a standard distribution applicable to that organization alone. In some cases it is advisable to number each copy of the field order, specific numbers going to specific organizations or officers. This tends to insure secrecy and to prevent the loss of important orders. In the larger units chiefs of sections and services must receive copies of the order, as well as the units involved, and the distribution should show that such copies have been furnished. Whatever the method adopted the distribution should show exactly to whom and how the order is sent. A copy is furnished to every unit or officer concerned in carrying it out.

118. The time it takes to distribute an order is an important consideration and in issuing the order due allowance must be made for this so that the order will reach all units concerned in ample time for them to make their preparations to carry out the missions prescribed. An order which does not allow sufficient time is, to a large extent, valueless, and hampers and is unjust to subordinate commanders. Experience in the World War demonstrated that ordinarily it takes at least the following periods of time for a complete distribution of formal written orders to reach the lowest unit concerned:

For a regiment.....	1½	hours.
For a brigade.....	3	hours.
For a division.....	6	hours.

In other words, it takes ordinarily six hours for an order emanating from division headquarters to reach the platoons in the infantry regiments. This time is figured from the hour the division order is signed and includes the time required at brigade, regimental, battalion and company headquarters for each to read and digest the order from the next higher commander and to prepare its own order. However, no hard and fast rule can be laid down. The length of the order, the rapidity with which each headquarters works, and the dispersion of the command are all governing factors.

119. It is frequently advantageous and convenient to employ maps and tables as exhibits to field and administrative orders and their annexes. Examples:

March tables — for troops and trains when a movement is to be made by marching, by trucks, or by a combination of the two.

Entraining tables — for troops and trains when movement is to be made by rail.

Relief tables — for the moving of troops and trains in relieving front line units.

Maps indicating assembly points, routes of march, zones of action, defensive organization, objectives, etc.

Intelligence maps.

Artillery and machine gun fire maps.

Circulation and supply maps.

120. Field orders may be issued in written form, as dictated orders, verbally, or in fragmentary form as in notes, brief messages or dispatches. No hard and fast rule can be laid down as to which of the above classes will be issued by different units. Some will utilize all means at various times, depending upon conditions, whereas other units may use one class exclusively. The particular means em-

ployed depends upon the size of the unit, the operation in view, the time available, the dispersion of the command and other conditions and circumstances involved in the case.

121. As a general rule, the field orders of armies, corps, and divisions are written; those of brigades and regiments, written or dictated; and those of lower units, dictated or verbal. The rule is subject, however, to a multitude of exceptions and the method is a matter for determination by the commander in each case.

122. In the initial stages of a combat the time element is usually sufficient to allow the orders of all units, even down to battalions, to be written, but in subsequent stages of the combat the time element may require verbal orders even from divisions. If the former are sufficiently comprehensive in assigning missions and functions the latter need be only such as will provide for a continuation. As a matter of fact orders issued in the subsequent stages of a combat are usually verbal, or brief notes, messages or dispatches — in other words, fragmentary. The above procedure would apply in the case of an attack where time is available for a careful preparation. On the other hand, the time available may be so short as to demand a reverse process in which the initial orders are fragmentary and a complete order is issued subsequently. Such will be the case almost invariably in a meeting engagement. In this situation the time will seldom or never be available in the initial stages for a formal written field order. The situation must be met by verbal orders, notes or messages, to provide for the development, during which there will be sufficient time usually to formulate and prepare a comprehensive written field order for the attack proper, or the defense as the case may be.

123. The reasons heretofore given for adherence to the

prescribed sequence and form for written field orders apply even more strongly in dictated and verbal orders. Training the mind to follow a logical and systematic method of dealing with the situation is highly important. The written order, before issue, can be corrected, modified, added to, or otherwise changed. This can be done also with dictated or verbal orders, but the moment the commander starts to change his verbal or dictated order he opens the door for confusion and misunderstanding, to say nothing of the lack of confidence in him as a commander that will be engendered by his apparent indecision or vagueness.

124. A verbal order is much harder to issue than a written order and requires more practice. No matter what the size of the unit for which issued the verbal order should follow the prescribed form. In fact the smaller the unit the more this is necessary to obviate the omission of essential details. Care and exactitude in the choice of language is also a requisite. Before issuing a dictated or verbal order the commander must have his plan thoroughly crystallized, must know exactly what he is going to say, and the exact verbiage he is going to use. If he has the time he should block out on paper the various headings and paragraphs of the order, troops to be included in each, and instructions to be given to each unit. If time does not permit this blocking out on paper the order should be completely arranged in his mind before starting to issue it. In other words, the decision must be made, and the means for carrying that decision into effect must be determined upon, before any start is made to issue the order.

125. While the ideal field order is one which is so clear that no misunderstanding can occur, the fact remains that the ideal is seldom realized. If time permits, conferences between the commander and his subordinates are ex-

tremely valuable and should be resorted to whenever possible. They promote mutual understanding. Doubts and misunderstandings can be quickly cleared up, explanations made of obscure points, correct interpretations rendered, and the all important teamwork secured. It should be made evident, however, that such conferences are not for the purpose of criticizing the orders or plans of the commander, nor to influence his action. The commander issuing the order can not share the responsibility therefor with any of his subordinates. The decision, no matter how arrived at, is his alone.

126. The prescribed five-paragraph field order will cover any situation wherein it is necessary to issue a field order. It is applicable equally to a large unit, such as an army, or to as small a unit as a patrol. The only difference between the two is in the amount of detail and the character of the instructions. An occasion will seldom arise which will necessitate additional paragraphs, but as many subparagraphs may be added as are necessary. If additional paragraphs are necessary, they are entered, properly numbered, after paragraph 4. Sometimes occasions will arise which make one or more of the five paragraphs unnecessary. The order is a field order just the same, the unnecessary paragraph or paragraphs being omitted.

127. Accompanying this pamphlet are three appendices. Appendix A contains a number of models of field orders, administrative orders and annexes. Appendix B contains a few samples of field orders and tables selected from problems and conferences in the School of the Line during the 1919-1920 course. Appendix C contains extracts from authorized abbreviations given in Special Regulations No. 56 and others which are of current and recognized use.

128. In studying these models a word of advice is necessary. No model should be followed blindly. The models follow the prescribed and recognized form, but as no two military situations are ever the same, the details to be incorporated in the field order will vary accordingly. The models are intended as guides only. Nor do they cover all situations. Only a limited number are given covering some of the more frequent and common situations that arise. In applying the model to the situation at hand keep in mind the unit for which the order is to be issued and modify the model as needed to fit the unit and the situation.

129. The test of an order is, "Is it simple, clear, and practicable? Is the expression crisp, omitting nothing essential and including nothing non-essential to the particular operation of the particular unit? Does it answer clearly the questions, from whom, to whom, what, where, and when?"

PROBLEMS IN COMBAT ORDERS

1. You are Col A, in command of the Advance Guard of the 1st Div, which consists of 1st Sq 1st Cav, 1st Inf, 1 Plat Am Light Tanks, 1st Bn 1st LA, Co A Engrs, 4th Amb Co (Horse), and 4th F Hosp (Horse).

You are with the Advance Party and upon arrival at Hill 651 you find that a hostile force has occupied an entrenched position from North 684 Hill to the west along the Green Valley — Silver Run Road via 655, to a point 600 yards west of 655. Enemy machine guns have been located at 655.

Information indicates that the enemy opposed to Colonel A is an advance detachment sent forward from the enemy's main line. North 684 Hill is strongly occupied, while the line to the west thereof is weakly held.

Colonel A decides to make an attack at 10:00 AM, for the purpose of occupying the ground now held by the enemy. The main attack will be directed against North 684 Hill. Both attacks will be vigorously pushed.

During the attack Colonel A's Post of Command will be at the north edge of cut north of 623.

The dispositions for the attack are as follows:

"The 1st Battalion will move forward in approach formation and form for attack in the woods both east and west of this hill (651 Hill). This battalion will attack that portion of the hostile line from the wire fence 200 yards east of 655 to the west to include the enemy's right. General direction, magnetic north.

"The 2d Battalion will move via Arter's Mill to the east of the 682 — 684 — 683 Ridge to a point just northeast of 683 Hill. It will be formed for attack, the left resting on the northeast slope of 683 Hill, the right extending in the direction of 722. The attack of this battalion will be launched against North 684 Hill. General direction, magnetic northwest.

"The machine gun company will place one platoon just southwest of 683 Hill, one platoon on South 684 Hill (platoon on South 684 Hill will watch for hostile aircraft), and one platoon on the knoll 600 yards northwest of Hill 651, and from these positions will support the attack. One one-pounder and two Stokes will be attached to the right assault battalion. Two one-pounders and two Stokes to the left assault battalion.

"The cavalry squadron (less troop on hill to our northwest) will be particularly active in covering the right of the 2d Battalion. Patrolling towards 722 and Silver Run (the town) to be incessant. The cavalry troop at the knoll 600 yards northwest of 651 will secure 647 Hill and the spur to the northeast. It will cover our left. Patrol towards Green Valley S. H. and Silver Run Creek.

"The artillery battalion from positions on the high ground west of 714 and the ravine west of 496 will open fire on the enemy at the earliest possible moment and support the attack.

"The tanks will move forward from road junction north of this hill (651 Hill) at H minus four and direct their advance on 655. From here, after wiping out machine gun nests at that place, they will divide and three move east and two west along the enemy's line, wiping out machine gun nests.

"The 3d Battalion, 1st Infantry, remaining Stokes, and Company A, Engineers, constitute the reserve and will proceed via Arter's Mill to the shelter of the woods just south of 564 Hill.

"First aid stations will be established at the road junction 375 yards northeast of Arter's Mill, at the farm 400 yards west of this point, and at the house 325 yards east of 682 Hill.

- (a) Write the order.
- (b) Write the order for
 - 1. The 1st Bn.
 - 2. The 2nd Bn.
 - 3. Co A, etc.

The instructor will furnish the necessary data to enable cadets to accomplish (b).

2. The elements of the advance guard of the 1st Div are as follows: 1st Inf, Trs A and B 1st Cav, 1st Bn 1st LA, and 4th Amb Co.

The advance guard formation is as follows: Advance Guard Cavalry, Trs A and B less 1 plat; Support, 1st Bn 1st Inf, and 1st Plat Tr A, preceding the reserve at 800 yards; Reserve in order of march, 1st Inf (less 1st Bn and Field Trains), 1st Bn 1st LA (less Field Trains), 4th Amb Co, and Field Trains.

The 1st Div camped for the night of May 1-2 at Whitehall and vicinity. The Div will march to-morrow on Union Mills via Littlestown and Silver Run.

An enemy brigade is entrenched ten miles to the north of Washington. No enemy troops have been seen on the Littlestown-Westminster-Cookville Road nor to the east or west thereof. The Advance Guard will clear road-fork 593 at 7 AM. The main body will follow the advance guard at 1200 yards.

- (a) Write the order.
- (b) You are in command of the support. Write the order.
- (c) You are in command of the advance party. Write the order.

The instructor will furnish the necessary data to enable cadets to accomplish (b) and (c).

3. The 1st Div halts to-night in the vicinity of Sells Station. You are directed to establish an outpost covering the division along the line Felty Schoolhouse to Pleasant Hill Schoolhouse. For this purpose you have at your command the 1st Bn 1st Inf, MG Co 1st Inf, and 1 plat 1st Sq 6th Cav.

This morning our cavalry drove back on Gettysburg hostile cavalry which was encountered at Two Taverns and Bonneauville. A hostile division occupies Gettysburg.

You decide upon the following dispositions:

The Reserve will be composed of Co A 1st Inf, and MG Co 1st Inf under the command of Captain A. It will be located in a clump of woods 1000 yards west of Bashore Mill.

The 1 plat 1st Sq 6th Cav will constitute the Outpost Cavalry and will observe the Baltimore Road and Hanover Turnpike. The Cavalry will be in position by 7 PM.

Support No 1 will consist of Co B, 1st Inf under command of Captain B. This support will be located at Roadfork 577 N. E. Felty S. H., and will cover the sector from Roadfork N. E. of A. Rifle to fence, 400 yards S. W. of 577.

Support No 2 will consist of Co C 1st Inf under command of Captain C. This support will be placed at the Crossroads 633 and will cover the sector from the left of Support No 1 to fence 500 yards S. of 633.

Support No 3 will consist of Co D 1st Inf under command of Captain D. This support will be posted at Pleasant Hill S. H., and will cover the sector from the left of Support No 2 to Hill 621, N. E., of Tollgate.

The baggage wagons and rolling kitchens will join their organizations.

The Command Post will be located in a farmhouse 1300 yards west of Bashore Mill.

(a) Write the order.

(b) Write the order for:

Support No 1.

Support No 2.

Support No 3.

Any picket, sentry squad, or cossack post.

Instructor will furnish the necessary data to enable cadets to accomplish (b).

4. You are Colonel A, commanding the 4th Regiment of Infantry. Your regiment is a unit of the 1st Division (General A commanding), which has just been defeated near Haverstraw, N. Y., by an invading army. Your regiment, however, did not take part in the battle of Haverstraw, for it was assigned to guard the divisional base at Fort Montgomery. At 4 PM, 1 July, 1926, the troops of the 1st Division which had been engaged in the battle are retreating in considerable disorder northward: General A is endeavoring to concentrate these troops at

Bear Mountain with a view to withdrawing across Hudson River to join the main army. The only practicable crossing place at the time is at Highland Falls.

At 4:30 PM, July 1, General A learns from a friendly native that an enemy detachment is concentrating at Newburgh and that a regiment of enemy infantry has been seen marching from Newburgh on Cornwall. It is feared that this regiment is being thrown forward by the enemy to seize the Highland Falls crossing and thus cut off the escape of the division.

Under these conditions, General A sends an order to Colonel A directing him to proceed at once to Highland Falls, and to hold that position at all costs until the arrival of the 1st Division. It is expected that the 1st Division will reach Highland Falls by noon of the following day (July 2).

Colonel A puts his command in motion at once toward Highland Falls. On the way he decides upon the disposition of his troops upon their arrival at their destination. He decides to have the regiment encamp on the West Point cavalry plain, and to place outpost detachments on the line of Redoubt number 4 to the cross roads. The outpost detachments will consist of the first battalion, the machine gun company, and six men of the mounted orderly section of the headquarters company. Colonel A himself plans to be at regimental headquarters, which will be established in the cavalry barracks just off the West Point cavalry plain.

Write the order.

APPENDIX A

FORMS FOR FIELD ORDERS, ADMINISTRATIVE ORDERS AND ANNEXES

The following forms are given only for convenience of reference and with a view to securing uniformity. While the form and general arrangement will not be changed, it must be remembered that no two military situations are ever the same. The amount of detail or data to be incorporated in the order will depend upon the size of the unit under consideration and the conditions involved in each situation. The sequence shown in paragraph 3 is not obligatory, but is arranged by the commander according to his best judgment.

AN ADVANCE

This model is for a unit advancing alone in one column. If the advance is made in more than one column, the column "Distribution of Troops," and the subparagraphs of paragraph 3 are modified to show the formation adopted.

Title
Place
Date and hour.

FIELD ORDERS }
No — }

Maps:

Troops
(a) Independent Cavalry:

1. Information of the enemy and of our supporting troops.
2. General plan of commander

- Commander¹ — generally to advance to
Troops or on a designated locality,
mission, route.
- (b) Advance Guard:
Commander¹ 3. (a) Instructions for indepen-
Troops dent cavalry — place
(c) Main Body — in or- and time of departure,
der of march: roads or country to be
Commander² covered.
- (d) Right (left) Flank (b) Instructions for advance
Guard: guard — place and time
Commander¹ of departure or dis-
Troops tance at which it is to
precede main body,
route, special mission.
- (c) Instructions for main body — place and time of de-
parture or distance at which it is to follow ad-
vance guard.
- (d) Instructions for flank guard — place and time of
departure, route, special mission.
- (e) Instructions for air service — reconnaissance, con-
tact, especially with cavalry, selection of landing
fields and time of moving thereto.
- (f) Instructions for signal troops — place in column, com-
munications to be established if not prescribed in
plan of signal communications, special missions.
- (x) Instructions for outpost — when relieved, subsequent
duties. Other instructions applicable to whole com-
mand.
4. Instructions for trains — escort, place in column, desti-
nation when different from that of main body, collecting
stations for sick and wounded, etc., unless all these de-
tails are covered in the administrative orders. If an
administrative order is issued refer to it by number.
5. (a) Plan of signal communications — refer to annex, or
indicate changes.
- (b) Axis of signal communications — if necessary, other-
wise omit.

- (c) Command posts — give successive locations and hours to be occupied if advance by bounds, otherwise location of commander in column, or place to which messages are to be sent.

Signature.

Distribution :

¹ If it consists of but one specific tactical organization the name of the commander may be omitted unless special reasons exist for naming him.

² If a commander is designated for the main body, his name is inserted here.

AN ADVANCE IN MORE THAN ONE COLUMN AND WITHIN A PRESCRIBED ZONE

Title

Place

Date and hour.

FIELD ORDERS }
No — }

Maps:

*Troops*¹

- (a) Independent Cavalry:
Commander
Troops
- (b) Right Column:
Commander
Troops
- (c) Left Column:
Commander
Troops
- (d) Center Column:
Commander
Troops

1. Information of the enemy and of our supporting troops.
2. General plan of commander — generally to advance on or to a designated place or locality, mission, zone of advance.
3. (a) Instructions for independent cavalry — time and place of departure, roads or country to be covered, special missions, zone of advance (usually same as for unit, especially if used as a screen).

- (b) Instructions for right column — time and place of departure, special missions, contact with adjoining units, security measures, route or routes within zone of advance (usually no restrictions), zone of advance.
 - (c) Instructions for left column — same as under (b).
 - (d) Instructions for center column — same as under (b).
If center column is used as reserve, or follows in rear of other columns, usually all that is necessary is to prescribe route, time and place of departure, or distance at which it is to follow. If superior commander retains command give order of march.
 - (e) Instructions for air service — reconnaissance, contact, especially with cavalry, selection of landing fields and time of moving thereto.
 - (f) Instructions for signal troops — position in column of signal unit, if not included in (b), (c), or (d), special missions other than routine.
 - (x) Instructions applicable to whole command. May include general instructions as to contact and security.
4. Instructions regarding trains, supply, evacuation and circulation if not incorporated in administrative order.
If administrative order is issued refer to it by number.
5. (a) Plan of Signal Communications: Refer to annex or note changes.
- (b) Axes of Signal Communications: Give axis of unit and axis of each column unless route of each column has been definitely prescribed.
- (c) Command Posts: Give initial and subsequent command posts of unit and time of opening at each. If desired, command posts, and time of opening at each are prescribed for each column. They may be prescribed as "Enroute," but the location for the night should be designated where possible.

Signature.²

Distribution :

¹ The column "Distribution of Troops" may be omitted and the composition of each column given in the appropriate subparagraphs of paragraph 3.

² A modification of this form is where the unit marches in two columns, the weaker column having a special commander designated. The main column is commanded by the regular commander who designates an advance guard therefor.

ADVANCE GUARD

Title
Place
Date and hour.

FIELD ORDERS }
No — }

Maps:

*Troops*¹

(a) Advance Guard

Cavalry:

Commander

Troops

(b) Support:

Commander

Troops

(c) Reserve—in order
of march:

(d) Right (left) Flank

Guard:

Commander

Troops

1. Information of the enemy and
of our supporting troops.

2. General plan of commander
—generally a statement
that it forms the advance
guard for the larger desig-
nated command, destina-
tion or direction of march.

3. (a) Instructions for advance
guard cavalry—place
and time of departure,
roads or country to be
covered, special mis-
sions.

(b) Instructions for support
—place and time of
departure, route, re-
connaissance, special
missions.

(c) Instructions for reserve—distance at which it is to
follow support, reconnaissance.

- (d) Instructions for flank guard — place and time of departure, route, reconnaissance, special mission.
- (e) Special instructions for signal troops if part of advance guard and such instructions are necessary.
- (x) General instruction relating to whole command.
- 4. Instructions for field train — generally to join train of column if not covered in administrative orders.
- 5. (a) Axis of signal communications of higher units if prescribed.
- (b) Place of commander or where messages are to be sent.

Signature.

Distribution :

¹ In small commands this column can be omitted, the distribution being covered in the subparagraphs of paragraph 3.

A HALT FOR THE NIGHT — CAMP WITH OUTPOST

Title
Place
Date and hour.

FIELD ORDERS }
No — }

Maps :

1. Information of the enemy and of our supporting troops, including independent cavalry.
2. General plan of commander — to encamp or bivouac, general location.
3. (a) Instructions for independent cavalry — reconnaissance, contact with enemy, special missions.
- (b) Designation of troops for outpost and commander,¹ general line to be held, special reconnaissance, connection with other outposts, if any.
- (c) Instructions for troops not detailed for outpost duty — location of camp, designation of camp com-

mander,² observation of flanks and rear when necessary. In large commands where separate camp or bivouac sites may have to be assigned the different units a separate lettered subparagraph may be assigned each unit containing the special instructions for that unit.

- (d) Instructions for air service — location, reconnaissance, contact, etc.
 - (e) Instructions for signal troops — location of the signal unit if not at the command post, special lines of signal communications to be established, if any.
 - (x) General instructions applicable to whole command, such as conduct in case of attack, etc.
4. Instructions for trains — generally for field trains to join troops, though if near enemy, field trains of outpost troops may be held in rear, locations for other trains. If administrative order is issued it should be referred to by number.
 5. Command Posts — of unit and principal subordinate units if necessary.

Signature.

Distribution :

¹ Where the advance guard is large the order may direct the advance guard commander to establish the outpost.

² Omitted when the superior commander exercises immediate command of the camp.

OUTPOST

Title
Place
Date and hour.

FIELD ORDERS }
No — }

Maps :

*Troops*¹
(a) Outpost Cavalry :

1. Information of the enemy and
of our supporting troops in-

- Commander
Troops
- (b) Supports: ²²
No 1
Commander
Troops
No 2
Commander
Troops
No 3
Commander
Troops
- (c) Detached Post:
Commander
Troops
- (d) Reserve:
Commander
Troops
- cluding independent cavalry.
2. General plan of commander — to establish outpost, approximate line of resistance.
3. (a) Instructions for outpost cavalry — contact with enemy, roads or country to be especially watched, special missions.
- (b) Instructions for supports — position each is to occupy, sections of line of resistance each is to hold, reconnaissance, intrenching, etc.
- [(c) Instructions for detached post — position to be occupied, duties, amount of resistance, reconnaissance, etc.
- (d) Instructions for reserve — location, observation of flanks, etc.
- (e) Instructions for artillery, (if any is attached to outpost) — positions, barrage lines, protective fires, etc.
- (f) Instructions for machine guns, light mortars and i-pdrs. (if not attached to supports or reserve) — positions, areas to be covered by fire, special duties.
- (g) Instructions for signal troops — special lines of communications to be installed, if any, or if not covered in plan of signal communications.
- (x) Instructions applicable to whole command, such as conduct in case of attack, contact, etc.
4. Instructions for trains, rolling kitchens, evacuation, etc.

5. (a) Axis of Signal Communications: If prescribed and established.
- (b) Command Posts: Of outpost and of such higher or lower units as may be necessary.

Signature.⁴

Distribution:

¹ For small outposts the "Distribution of Troops" may be omitted and compositions covered in appropriate subparagraphs of paragraph 3.

² Numbered from right to left.

³ If desired each support can be given a separate letter, corresponding changes being made in paragraph 3.

⁴ It is sometimes necessary to issue two outpost orders: the first as above, containing general instructions; the second, issued after an inspection of the line, and containing more definite instructions or involving changes affecting the entire outpost.

POSITION IN READINESS

Title
Place
Date and hour.

FIELD ORDERS }
No — }

Maps:

1. Information of enemy and of our supporting troops.
2. General plan of commander — to take up a position in readiness at or near ———. Purpose may sometimes be given to advantage.
3. (a) Instructions for cavalry — to reconnoiter in direction of enemy, special missions.
- (b) Instructions for any covering forces — line or positions to be occupied, reconnaissance, special duties.
- (c) Instructions for infantry — position or place of assembly, points to be especially held, reconnaissance.¹
- (d) Instructions for artillery — position or place of as-

sembly, whether in observation, in position or in readiness.

- (e) Instructions for engineers — position or place of assembly, special work.
 - (f) Instructions for air service — reconnaissance to be made.
 - (g) Instructions for machine guns — position or place of assembly.
 - (h) Instructions for signal troops — position or place of assembly if not at command post, special signal communications to be established, if any, and not covered in plan of signal communications.
 - (x) Any instructions applicable to whole command.
4. Instructions for trains if not covered in previous administrative order — generally to halt at designated localities in rear ready to move in any direction.
 5. (a) Plan of Signal Communications: Refer to annex, or note changes.
 - (b) Command Posts: Of unit and of next lower units if necessary.

Signature.

Distribution:

¹ In a large force it probably will be necessary to assign separate assembly points to the different infantry units. In this case each unit should be given a separate subparagraph, as 3 (b), 3 (c), or these can be subparagraphs of subparagraph 3 (b), as 3 (b) 1, 3 (b) 2.

RELIEF

Title
Place
Date and hour.

FIELD ORDERS }
No —

Maps:

1. Information of the enemy and our supporting troops.
2. General plan of commander — to relieve, or be relieved

by, a designated unit, date and time of commencement and completion, destination of unit relieved. If march and relief table accompanies (as is usually the case) details are contained therein and reference should be made thereto.

3. (a) Instructions for infantry relief — dates on which to be carried out, other details usually contained in relief table or arranged by commanding officers concerned.
 - (b) Instructions for artillery relief — dates on which to be carried out, other details being contained in relief table or arranged by artillery commanders concerned.
 - (c) Instructions for relief of machine gun units — dates on which to be carried out, other details contained in relief table or arranged between machine gun commanders concerned.
 - (d) Instructions for relief of air units — relief generally made at airdrome.
 - (e) Instructions for relief of engineer troops — usually arranged by engineer officers concerned, or details covered in relief table.
 - (f) Instructions for relief of any attached units — dates on which reliefs are to be carried out, other details being usually contained in relief table or arranged by commanding officers concerned.
 - (g) Instructions for relief of signal troops — details generally contained in relief table or arranged by signal officers concerned.
 - (x) General instructions applicable to all — time command passes in the various subsectors; instructions regarding formations and movements; guides; areas or places to be avoided; reports to be made of completion of relief; maps, supplies, etc., to be turned over; size, composition and instructions for advance and quartering parties.
4. Administrative details and instructions for relief of trains

and installations. If contained in administrative order refer to it.

5. (a) Plan of Signal Communications: Refer to annex or note changes.
 - (b) Time command of sector passes.
 - (c) Command Post — location and hour of opening.
- Signature.

Distribution:

PASSAGE OF LINES

	Title
	Place
FIELD ORDERS } No — }	Date and hour.

Maps:

1. Information of the enemy and of our supporting troops.
2. General plan of commander — to relieve or pass through a unit in the line.
3. (a) Instructions for the infantry — separate lettered subparagraph for each infantry unit considered, routes available or to be followed, boundaries, formations for advancing, elements to be relieved or positions to be taken, time and place of starting.
- (b) Instructions for the artillery — routes available or to be followed, time and place of starting, units to be attached to or support infantry units, positions to be taken.
- (c) Instructions for machine guns — routes to be followed, time and place of starting, positions to be taken, supporting functions.
- (d) Instructions for air service — contact work and reconnaissance missions.
- (e) Instructions for engineers — units to be attached to infantry or artillery units, other combat missions. If none refer to duties prescribed in administrative order.

- (f) Instructions for signal troops, if necessary — destination, route, time of starting, and any missions other than routine. This subparagraph is generally not necessary.
 - (x) General instructions applicable to the whole command. These should cover preliminary reconnaissances if not covered in a warning order, time command passes to relieving unit, provision and meeting points for guides, time troops must be in positions, formations for advance if not covered elsewhere.
4. Administrative instructions. Usually in administrative orders.
 5. (a) Plan of Signal Communications: Note changes.
 (b) Axes of Signal Communications: Prescribe axes for unit and next lower units if necessary.
 (c) Command Posts: Prescribe location and time of opening, of unit and next lower units.

Signature.

Distribution :

NOTE: — If the action subsequent to the passage can be foreseen the order for such action, invariably an attack or advance, can be combined with the order for the passing through and is advisable. In other words, the order becomes an attack order in which the details for the passing through are incorporated. In such a case the necessary details for the passing through are generally contained in subparagraph (x).

ATTACK

Title
 Place
 Date and hour.

FIELD ORDERS }
 No —

Maps :

1. Information of the enemy and of our supporting troops.

2. General plan of commander — indicate plan of maneuver, whether envelopment, frontal, penetration, etc., when necessary give formation, mission, objective, time of attack, line of departure, direction of attack, zone of action, or dividing line between units.
3. (a) Instructions for infantry — when necessary give plan of maneuver, mission, objective, time of attack, direction of attack, line of departure, connecting groups, zones of action, etc.¹
(b) Instructions for artillery — assignments, missions, general locations, special duties. If necessary amplify by annex.
(c) Instructions for machine guns — assignments, general locations, missions, special duties. If necessary amplify by annex.
(d) Instructions for cavalry — position (generally to cover one or both flanks), reconnaissance, special missions.
(e) Instructions for air service — contact work, artillery work, reconnaissance, and combat missions. If necessary amplify by annex.
(f) Instructions for reserve — composition, position, special missions.
(g) Instructions for engineers — assignments, special combat duties. If assigned duties by administrative order refer to that order.²
(h) Instructions for any troops not otherwise covered.
(x) Instructions applicable to whole command.
4. Designate station for slightly wounded. Instructions for supply, evacuation and circulation may be included here, or may be covered in administrative order to which reference should be made.
5. (a) Plan of Signal Communication: Refer to annex by number, or note changes, if any.
(b) Axes of Signal Communications: Give axis of unit and of next lower units.³

- (c) Command Posts: Give location of command post of unit and of next lower units.

Signature.⁴

Distribution :

¹ A subparagraph should be assigned to each infantry unit to which instructions are given.

² Engineers should not be used as combat troops nor as a reserve except in an emergency, their primary functions being road maintenance.

³ No special instructions are necessary for signal troops. Their work is routine and indicated in plan of signal communications. All they need to know are the axes of signal communications and location of command posts.

⁴ It is not always possible to issue a complete attack order like the above, disposing of an entire command. In unexpected encounter, for instance, orders will be fragmentary and must be given as the situation develops.

THE DEFENSIVE

1. The tactical defensive includes three rather distinct situations as follows :

(a) Defense without any except local organization of the ground. In this case there is a deployment for defense and, in such time as may be available, hasty intrenchments only are dug.

(b) Defense in one position. Here the situation is such that only one position is taken up and the ground thereof organized as far as the time element permits. This one position, of course, contains several different lines.

(c) Defense in several successive positions comprising a defensive zone. Here the time element is such that several distinct but co-related positions are organized. Each position is organized with its own lines and each position plays a definite rôle in the whole defense scheme.

2. It is evident that the contents of field orders for de-

fense will vary, depending on the class of situation considered, size of the command, and the time element. The foregoing is also true in connection with annexes, such as artillery, machine gun, etc. The time element and the class of defensive situation considered will determine the contents and the amount of detail to be placed in the field order or reserved for the annexes.

3. Distinction should be made between "field orders" and "standing orders," for the defense of each sector. The field orders should announce the organization and plan of defense, while the standing orders relate to specific regulations to meet special conditions other than tactical in each sector, such as routine gas defense, reliefs, periodical tests of communications, etc. It is evident that the latter are not included in the field orders. They are "standing orders" of the sector and apply only in a stabilized situation.

4. With the foregoing in mind, the following form has been prepared as a guide for all classes of defensive situations. However, one should be guided by the peculiarities of each situation in determining the contents of the field order.

Title
Place
Date and hour.

FIELD ORDERS }
No — }

Maps:

1. (a) Information of the enemy.

(Note No. 1)

(b) Information of our supporting troops.

2. (a) General plan of commander indicating the general line to be defended.

(b) Positions to be organized — first, second, switch, in-

intermediate, etc., giving in general terms main line of resistance of each position.

- (c) Boundaries of defense areas occupied by command.
(Note No. 2)

3. (a) Infantry, assignments to primary subdivisions (subsectors, etc.), missions, functions, etc. Cover special tactical organization and preparation requirements relating to each subdivision of the defense. Use a subparagraph [3 (a) 1, 3 (a) 2] for each organization holding one of the subdivisions and show boundaries thereof.

- (b) Machine guns, assignments, general employment and special missions.

(Note No. 3)

- (c) Artillery, assignment of units to support primary subdivisions (subsectors, etc.), percentage to be employed in defense of each position, counter-battery units.

(Note No. 4)

- (d) Tanks, assignment to reserve or to primary subdivisions (subsectors, etc.), and missions.

(Note No. 5)

- (e) Reserves, designation of troops, positions, alertness.

- (f) Cavalry. Cover both flanks and main force held in suitable position to act at crises of engagement. Reconnaissance.

- (g) Air service, contact work, assignment to artillery work, reconnaissance and combat missions.

(Note No. 6)

- (h) Engineers, special work in connection with the defensive organization and supply, such as obstacles, clearings, special strong points, bridges, roads, etc.

(Note No. 7)

- (i) Signal troops, any movements.

- (j) Instructions for any troops not otherwise covered.

- (x) Instructions pertaining to whole command.

Conduct of Defense:

MILITARY CORRESPONDENCE

1. Mission of each position when there is more than one;
2. Strength, occupation and manner of defending each position;
3. Action of each organization in case of surprise attack and in case of foreseen attack;
4. Counter-attack, when, by what units, direction and extent;
5. Barrage lines, protective and counter-preparation fires, and counter-attack preparations; defense against tanks, manner and by what units;

(Note No. 8)

6. Instructions for gas defense.

7. Special instructions for organization of ground, priority of work, obstacles, roads, etc.

(Note No. 7)

4. Station for slightly wounded. For other details refer to administrative order by number.
5. (a) Plan of Signal Communications: refer to annex or note changes therein.
(b) Axes of Signal Communications: of unit and next lower units.
(c) Command Posts: of unit and next lower units.

Signature.

Distribution:

(Note No. 1) — When time permits, enemy information is supplemented as to details by intelligence summaries and intelligence annex.

(Note No. 2) — When time permits (b) and (c) are supplemented as to details by a plan of organization of ground, incorporated in engineer annex.

(Note No. 3) — When time is available above is supplemented as to details by a machine gun annex.

(Note No. 4) — Details to be covered in artillery annex.

(Note No. 5) — When time permits details are covered in tank annex.

(Note No. 6) — When time permits supplemented as to details by an air service annex.

(Note No. 7) — When time permits may be supplemented as to

details by a plan of organization of ground incorporated in engineer annex.

(Note No. 8) — When time permits supplemented as to details by an anti-tank defense annex.

RETREAT

Title
Place
Date and hour.

FIELD ORDERS }
No — }

Maps:

- | | |
|---|--|
| <p><i>Troops</i></p> <p>(a) Leading Troops:
 Commander
 Troops</p> <p>(b) Main Body — in order of march:
 Troops</p> <p>(c) Rear Guard:
 Commander
 Troops</p> <p>(d) Right (left) Flank Guard:
 Commander
 Troops</p> | <p>1. Information of the enemy and of our supporting troops.</p> <p>2. General plan of commander — to retire to or in direction of _____.</p> <p>3. (a) Instructions for leading troops — place and time of departure, route, special missions.</p> <p> (b) Instructions for main body — place and time of departure, route.</p> <p> (c) Instructions for rear guard — distance from main body or place and time of departure, successive positions, special missions.</p> <p>(d) Instructions for flank guard — place and time of departure, route, special missions.</p> <p>(e) Instructions for air service — contact to be maintained, reconnaissance, combat work.</p> <p>(f) Instructions for signal troops — position in column</p> |
|---|--|

if not part of main body, special missions if not covered in plan of signal communications.

- (x) Instructions for outposts — when relieved, subsequent duties (usually forming the rear guard). Other instructions applicable to whole command, such as demolitions, etc.
 - 4. Instructions for trains — place and time of departure, escort, route. Generally move some distance ahead of column. If other details covered in administrative order refer to it by number.
 - 5. (a) Plan of Signal Communications — Note changes if any.
 - (b) Axis of Signal Communications — that of unit if necessary.
 - (c) Command Post — initial location or place to which message may be sent. If subsequent locations are known indicate place and time of opening at each.
- Signature.

Distribution :

REAR GUARD

Title
Place
Date and hour.

FIELD ORDERS }
No — }

Maps :

- | | |
|---|--|
| <p><i>Troops</i></p> <p>(a) Reserve — in order of march :</p> <p style="padding-left: 40px;"><i>Troops</i></p> <p>(b) Support :</p> <p style="padding-left: 40px;">Commander</p> <p style="padding-left: 40px;"><i>Troops</i></p> | <ol style="list-style-type: none"> 1. Information of the enemy and of our supporting troops. 2. General plan of commander — mission of rear guard. 3. (a) Instructions for reserve — place and time of departure, or approxi- |
|---|--|

- | | |
|--|---|
| <p>(c) Rear guard cavalry:
 Commander
 Troops</p> <p>(d) Right (left) Flank
 Guard:
 Commander
 Troops</p> | <p>mate distance from main body, reconnaissance, special missions.</p> <p>(b) Instructions for support — place and time of departure, or distance from reserve, any special reconnaissance.</p> |
|--|---|
- (c) Instructions for rear guard cavalry — place and time of departure, roads or country to be covered, special missions, demolitions.
- (d) Instructions for flank guard — place and time of departure, route, special missions.
4. Instructions for field train when necessary — usually to join train of main body.
5. (a) Axis of Signal Communications — of main body if prescribed, or any special lines of signal communications.
- (b) Command Post — initial location, or place to which messages may be sent.

Signature.

Distribution :

GENERAL FORM OF ADMINISTRATIVE ORDERS

The following form for administrative orders has been adopted at The General Service Schools. The details to be included depend entirely upon each situation and the state of training and experience of the unit. Only such paragraphs as apply to a situation will be embodied in the order and will be numbered consecutively, beginning Number 1. Paragraphs may be added as necessary.

		Title
		Place
		Date and hour.
ADMINISTRATIVE ORDERS	}	(Reference to Field Order it accompanies.)
No —		

Maps:

I. SUPPLY.

A. *Railhead*: Location of, date and hour of drawing supplies.

B. *Rations*:

1. Any special instructions about rations.
2. Location of distributing point or points with organizations to draw from each point and hours of issue.
3. Route to be used by supply train (when necessary).

C. *Ammunition*:

1. Location of refilling point.
2. Location of distributing stations with kinds of ammunition at each and organizations served thereat.
3. Route to be followed by ammunition train.

D. *Engineer Material*:

1. Location of corps park or army depot with description of material.

E. *Signal Material*:

Same as D.

F. *Water Supply*:

1. Location of water distributing points or method of supply.
2. Any special instructions or caution relative to condition of water, keeping water wagons filled, etc.

NOTE:— Similar subparagraphs pertaining to supplies of other services, such as ordnance, medical, gasoline and oil, etc., should be added when necessary.

II. EVACUATION.

A. *Men*:

1. Dressing stations:

- (a) Location of one for each brigade in an attack or in a defensive situation.
- (b) Location of collecting stations for sick (division on the march).
- (c) Any special instructions for division surgeon relative to evacuation.

2. Field Hospital:

- (a) Location of division field hospital.
- (b) How evacuation will be made and route to be followed.
- (c) Location of corps evacuation hospital.

3. Station for slightly wounded. This establishment is also given in paragraph 4 of the field order.

B. *Animals*:

- (1) Location of mobile veterinary section.
- (2) How evacuation will be made and route to be followed.
- (3) Any special instructions for division veterinarian relative to evacuation.
- (4) Location of corps advance collecting point for animals or location of corps veterinary unit.

III. ROADS.

A. *Restrictions*:

Instructions relative to assignment or use of certain roads (reserved roads, axial roads, etc.).

B. *Maintenance*:

Instructions to engineers about repair of roads and bridges.

C. *Circulation*:

- 1. Instructions regarding direction of traffic on certain roads for certain units, nature of roads

and bridges, and whether or not circulation is free in a certain area.

2. Reference to circulation map (if issued).

D. *Traffic Control:*

1. Instructions to provost marshal relative police arrangements on roads.
2. Instructions relative posting of signs (if necessary).
3. Schedule of traffic priority (if necessary).
4. Instructions relative reconnaissance of roads by provost marshal and preparation of circulation map (when necessary).

IV. SALVAGE AND BURIAL.

A. *Salvage:*

1. Location of division salvage dump (if necessary) and method of evacuation.
2. Location of corps salvage parks.
3. Any special instructions relative to units and transportation detailed for salvage duty.

B. *Burial:*

1. Officer in charge and units detailed for burial duty.
2. Areas to be covered by division burial detachment and the combat troops.
3. Transportation and tools to be furnished.
4. Instructions relative to keeping of burial records.

- C. Anything which pertains to both salvage and burial.

V. MILITARY POLICE.

- A. Location of straggler line and of collecting point for stragglers.
- B. Special instructions for use of military police (special points to be policed, use of mounted officers, motorcycle patrols, etc.).

VI. PRISONERS OF WAR.

- A. Location of collecting points for prisoners of war.

- B. Instructions relative to disposition of prisoners of war.
- C. Location of corps prisoner of war inclosure.

VII. MISCELLANEOUS.

A. *Billeting*:

Any special instructions for billeting parties or guides.

B. *Surplus Baggage*:

Instructions relative to disposition of same.

C. *Extra Transportation*:

Instructions relative assignment and use of.

D. *Mail*:

Any special instructions.

E. *Any other matters* which do not require a separate paragraph in the order.

VIII. TRAINS.

A. *Division Trains*:

Any special instructions relative to location or movement of same. State hour of release when necessary.

B. *Field Trains*:

Same as A, except reference to release.

C. Any special instructions relative to distance to be maintained between groups of vehicles when marching (if required).

D. Instructions that exact locations of all trains be promptly reported to division headquarters, and instructions relative maintaining contact therewith.

By command of Major General _____

Chief of Staff.

Official:

AC of S, Gr

Distribution:

NOTE:— When it is not clear from the field order where the assistant chief of staff in charge of administration and supply may be reached, a paragraph may be added as the last paragraph of the administrative order giving this information.

ARTILLERY ANNEX FOR ATTACK OR DEFENSE

ANNEX No. —

TO FIELD ORDERS No. —, — DIVISION

ARTILLERY

Title
Place
Date and hour.

FIELD ORDERS }
No — }

Maps:

1. Information of the enemy and of our supporting troops.
In addition to so much of that contained in division field order as is necessary, may contain location of hostile artillery, statement of army, corps or division plans, boundaries by description or by reference to maps, location and missions of army and corps artillery with which coöperation is necessary, missions of other units necessary for artillery to know, etc.
2. General plan of commander — mission, usually to support a certain infantry unit, give class of support, such as rolling barrage, counter-preparation, etc., if a preparation is necessary indicate.
3. Instructions to the different units of the command — a separate lettered subparagraph to each unit giving positions to be occupied, routes of advance to initial positions when necessary, unit or sector to be supported, other tactical instructions. In case a new group is or-

ganized give its composition and commander. Sub-paragraph (x) contains instructions applicable to all, such as nature of preparation in case of attack and time of beginning, nature of counter-preparation in case of defense and under what conditions it is to be delivered, nature of protective fire supporting an attack or covering a defense, instructions as to the kind and quantity of ammunition to be used, instructions regarding infantry batteries and accompanying guns, advance of artillery in case of attack or retirement in defense, use of gas and smoke, time to be ready to fire, restrictions as to hours of firing, etc.

4. Designation of station for slightly wounded and ammunition distributing station. When necessary, instructions for ammunition, combat, and field trains unless such instructions are contained in an administrative order in which case reference should be made thereto.
5. (a) Plan of Signal Communications: Refer to annex or note changes.
(b) Axis of Signal Communications: That of unit, of subordinate units, and of division and infantry units if necessary.
(c) Command Posts: Of unit, of next lower units, and of division or infantry units if necessary.

Signature.

Distribution:

NOTE:—It frequently will be necessary and desirable to use marked maps, charts, tracings and tables in connection with the order. Their use is encouraged, but when used proper reference should be made to them in the order.

AIR SERVICE ANNEX

ANNEX No. —

TO FIELD ORDERS No. —, — DIVISION

AIR SERVICE

Title
Place
Date and hour.

FIELD ORDERS }
No — }

Maps:

1. Information of enemy air service and how he uses it. Information of the plan of air service of our supporting troops.
2. Plan of air service commander.
3. (a) 1. Instructions for observation aviation — mission, front, depth, photographs, objectives, command, reconnaissance, artillery, and infantry airplanes.
2. Employment of observation aviation — usually a schedule contained in an appendix which should be referred to.
(b) Instructions for balloons — mission, sector, day and night observation, artillery fire, moves.
4. Instructions concerning supplies.
5. (a) Plan of Signal Communications: Refer to division plan or changes therein.
(b) Command Posts: of air units (division, corps and army), division, and such subordinate and adjacent units as necessary.
(c) Dropping Ground: Location if other than at command posts.

Signature.

Distribution:

TANK ANNEX FOR AN ATTACK

ANNEX No. —

TO FIELD ORDERS No. —, — DIVISION

TANKS

Title
Place
Date and hour.

FIELD ORDERS }
No — }

Maps:

1. *Situation and General Plan.*

- (a) Information of enemy.
- (b) Information of our supporting troops.
- (c) General mission of tanks.

2. *General Plan of Tank Employment.*

- (a) Mission of tank unit.
- (b) Zone of action of infantry unit to which attached.

3. *Detail Plan for Employment of Tanks.*

- (a) Allotment and special mission of the sub-units.
- (b) Artillery support given tanks by division.
- (c) All service support given tanks by division.
- (d) Special troops as engineers or infantry attached for special assistance to tanks.

(x) General instructions for all tank units as:

Time to report to infantry units and of attack.

Compass bearing.

Rally points of tank units of the division.

Rate of advance.

Instructions concerning advance to and from various positions.

4. *Supply.*

- (a) Gasoline, oil, water for tanks and formation of dumps before and during combat.

- (b) Repair of tanks that become disabled during combat.
- (c) Station for slightly wounded.
- 5. (a) Plan of signal communication for tanks:
 - Telephone, runners, etc.
 - Pigeons.
 - Radio tanks.
- (b) Axis of signal communications.
- (c) Command Posts:
 - Division units.
 - Tank units.

Distribution :

Signature.

TANK ANNEX FOR DEFENSE

ANNEX No. —

TO FIELD ORDERS No. —, — DIVISION
TANKS

FIELD ORDERS	}	Title
No —		Place
		Date and hour.

Maps :

1. Information of the enemy and our supporting troops.
2. General plan for use of tanks — usually to assist in the defense of certain sectors or subsectors.
3. (a) (b) (c), etc. Usually a separate paragraph is given to each subdivision. Instructions for the subdivision of the commands — position, zone of action and mission (usually to counter-attack).
- (x) 1. Instructions concerning details to be made between tank units and infantry units of defense.
2. Instructions for special reconnaissance of roads, areas, bridges, obstacles, and recommendations concerning them.

3. Instructions concerning camouflage and movements.
4. (a) Instructions for supplies (rations, etc.).
(b) System of dumps (gasoline, oil, ammunition).
(c) Repair shop at _____.
(d) Station for slightly wounded.
5. (a) Plan of signal communications.
(b) Axes of signal communications.
(c) Command posts.

Signature.

Distribution:

MACHINE GUN ANNEX FOR AN ATTACK
ANNEX No. —
TO FIELD ORDERS No. —, — DIVISION
MACHINE GUNS

Title
Place
Date and hour.

Maps:

1. Information of the enemy and of our own troops. (Includes zones of action, formation, line of departure, time and rate of advance.)
2. General plan for use of the machine guns. (Usually to support the attack of the command, or of part of the command.)
3. Instructions for the subdivisions of the command. Instructions usually include the following:
 - (a) Assignment of machine gun companies to infantry units. (Machine gun companies usually assigned to assault battalions may be assigned to reserve battalions for special reasons. Machine gun platoons or sections assigned to connecting groups.)

- (b) Designation of machine gun companies for barrage fire.

Assignment of positions and missions. (Usually by means of a fire organization chart and map.)

Instructions for the occupation of initial positions. (Sending forward of details for preparation of fire data and emplacements. Time of occupation of the position and routes of advance.)

Forward movement of the machine guns. (Usually in the form of a Movement Table and a Map, showing old and new positions, routes of advance, times of departure and arrival.)

- (x) Instructions pertaining to whole command.

Time at which units assigned to infantry units come under infantry commanders.

Designation of officer to command barrage guns.

Time at which units designated for barrage fire come under command of barrage commander.

Hour of the completion of the barrage mission.

Placing of barrage guns in reserve or return to their commanders.

4. (a) Announcement of station for slightly wounded.

- (b) Establishment of ammunition dumps for barrage fire.

Instructions for combat wagons and carts.

(Amounts and kinds of ammunition to be carried.

Detail of ammunition carried in unusual cases.)

- (c) Instructions for field train.

(Separate administrative order seldom necessary.)

5. (a) Plan of Signal Communications.

- (b) Axes of Signal Communications.

- (c) Command Posts.

By command of Maj Gen A:

Official: _____

Chief of Staff.

Division Machine Gun Officer

Distribution:

MACHINE GUN ANNEX FOR DEFENSE
ANNEX No. —
TO FIELD ORDERS No. —, — DIVISION
MACHINE GUNS

Title
Place
Date and hour.

Maps:

1. Information of the enemy.

Information of our own troops. Should include:

Line to be held.

Boundary of division and brigade sectors.

Positions to be organized with lines of each.

2. General plan for use of machine guns. (Usually to assist in the defense of certain positions.)

3. (a), (b), (c), etc. Instructions for the subdivisions of the command. Positions and missions may be shown by tables or maps. Missions should include both battle and SOS or normal mission.

(x) Instructions pertaining to whole command.

1. Coöperation with the infantry.

2. Maps or reports of exact locations called for.

3. Any general instructions as to SOS barrage.

4. Placing of machine gun companies under the command of the commanders of sectors, sub-sectors, centers of resistance, outpost zone, and Division or Brigade Machine Gun Officer.

5. Instructions for anti-aircraft defense.

6. Instructions for anti-tank defense.

7. Construction of emplacements, cover trenches, dugouts, etc.

8. Action in case of attack.

9. Instructions for withdrawal.

10. Preparation of barrages for counter-attack.

4. (a) Announcement of station for slightly wounded and aid station.
- (b) Establishment of ammunition dumps.
Instructions for combat wagons and carts.
- (c) Instructions for field train.
(Separate administrative order seldom necessary.)
5. (a) Plan of Signal Communications.
- (b) Axes of Signal Communications.
(Only in exceptional cases will machine guns have an axis of communication, but will use infantry brigade axes.)
- (c) Command Posts.

By order of Maj Gen A:

Chief of Staff.

Official:

Division Machine Gun Officer

Distribution:

ENGINEER ANNEX

ANNEX No. —

TO FIELD ORDERS No. —, — DIVISION

ENGINEERS

Title
Place
Date and hour.

Maps:

1. General scheme of organization of defensive position or zone, and of distribution of units.
2. (a) First Position: (Map may be used to assist in showing position.)
 1. Outpost system:
 - (a) General statement of organization of out-

post system (continuous line, or one or more lines or groups or strong points; occupation, including employment of machine guns; intrenching; wire).

- (b) General location of lines of observation and resistance, and points for tying in between subordinate units and with flank organizations.

2. Special areas of artillery fire.

- (a) Limits.

- (b) Occupation (usually free of our troops).

3. Centers of resistance:

- (a) General location of firing trench (main line of resistance) and connecting points between subordinate units and with flank organizations.

- (b) Site and organization of centers of resistance and strong points.

4. Regimental reserve line:

- (a) General location and connecting points between subordinate units and with flank organizations.

5. Approach and switch trenches; artillery emplacements in the position.

(b) Intermediate Position	}	Each subdivision so far as applicable in same manner as in par. 2 A. Each shown on map, if map is made.
(c) Switch Position		
(d) Second Position		
(e) Third Position		

- (x) Character of works of each position, kinds of intrenchments, continuous lines, bomb proofs, obstacles; communication and approach trenches; mutual support, all around defense, etc.; observation and command posts; communications (roads, trails, railways); instructions concerning camouflage.

3. (a) Instructions concerning assignment of units for construction of works of defense. (Note: This may differ from the assignment of units for the defense proper.)
 - (b) Order of relative importance of works.
 - (c) Hours of work.
4. (a) Location of engineer dumps, with character of material where necessary.
- (b) Temporary assignment of transportation.
By command of Major General _____

Chief of Staff.

Official: _____

Division Engineer

Appendices:

(Usually maps and sketches.)

Distribution:

INTELLIGENCE ANNEX

ANNEX No. —

TO FIELD ORDERS No. —, — DIVISION

INTELLIGENCE

G2 File number.

Title
Place
Date and hour.

Maps:

1. Brief statement of enemy's situation. (For details see Enemy Situation Map.)
2. (a) Reference to general plan of commander.
 - (b) General or special considerations affecting intelligence.

3. (a) *Prisoners, Deserters and Other Persons.*

Plan for handling prisoners, deserters, repatriates and inhabitants, either as laid down in regulations or according to a special plan. Location of sorting and examining stations (by arrangement with G1).

Manner of sending prisoners to the rear, and delay permissible at lower headquarters (by arrangement with G1).

Special reports and classifications of prisoners required.

(b) *Documents and Captured Material.*

Provisions for collection of documents.

Manner of sending documents to the rear, and time that they may be held at lower headquarters for examination or use.

Particular kind of material required for examination.

Manner of obtaining captured material (through intelligence scouts with troops and from salvage officers), and manner of sending it to the rear.

(c) *Reconnaissance and Observation.*

Ground Reconnaissance. General plan, including areas to be reconnoitered and bodies of enemy from which identifications are required. This paragraph furnishes basis for the instructions for reconnaissance contained in paragraph 3 of the field order.

Ground Observation. General plan, including most important areas, general assignment of observation posts and areas to be watched to prevent duplication and gaps or too close grouping of observation posts, and particular information desired from observers. Specific assignment and missions for headquarters observation groups.

Airplane Observation. General plan, including areas for daytime observation, areas that will be

covered by special missions ordered from time to time, areas for night observation and particular information desired from aerial observers (with maps).

Balloon Observation. Same as airplane observation, except night work.

Airplane Photographs. Same as airplane observation, except night work (with maps).

(d) *Radio Intelligence.*

General plan, either as laid down in regulations or according to a special plan.

Radio intercepts — Location of intercept sets.

Goniometry — Location of radio goniometer sets.

Listening-in Service — Location of listening-in sets. Instructions to whom to make special reports.

(e) *Counter Espionage, Censorship, Press and Propaganda.*

Any instructions of interest to the whole command.

4. (a) *Map Supply (Battle Maps).*

Statement of maps that will be supplied. Instructions concerning automatic supply of and requisitions for maps, map making supplies and base maps.

(b) *Photographs.* (Aerial, both vertical and oblique.)

Same as map supply.

5. *Dissemination and Reports.*

(a) Dissemination of Summaries — To what extent distributed.

(b) Dissemination of Intelligence Maps — Same distribution as summaries.

(c) Reports Required — Routine reports from intelligence groups, lower headquarters and troops, artillery, air service (other than observation squadrons) and balloon service.

- (d) Hours of closing records, summaries and intelligence maps.
- (e) Hours of making routine and special reports.
- (f) Means to be used in making reports (message centers, written, radio, telegraph, telephone, visual signaling, pyrotechnic, pigeons, couriers, and runners).
- (g) Any periodic or special conferences of G2 officers.
Who is to attend. Time, place.
By command of Major General _____

Official: _____

Chief of Staff.

AC of S, G2

Distribution:

PLAN OF SIGNAL COMMUNICATIONS AND APPENDICES

ANNEX No. —

TO FIELD ORDERS No. —, — DIVISION

SIGNAL COMMUNICATIONS

GENERAL PLAN

Title
Place
Date and hour.

1. State date and hour the plan goes into effect.
2. Refer to any well known publication, such as authorized manuals, letters of instructions, etc., for general principles of signal communications which are to be followed.
3. State, in general, methods of marking front lines for airplane observation, and distinguishing marks of airplanes.

WIRE SYSTEM

4. State concerning wire communications, i. e., telephone or telegraph, special instructions of general application, such as the method of employing commercial lines, the interruption of wire lines leading into hostile territory, etc. Refer to the proper appendix for the special technical or other details governing the wire system.

RADIO SYSTEM

5. State concerning radio communications any special instructions of general application, such as the receipt of time signals or press reports, the distribution of meteorological data, etc. Refer to the proper appendix for the special technical or other details governing the radio system, such as special regulations for the different radio nets, wave lengths, call letters, etc.

PANELS

6. Designate the markings of the identification panels for the different units. This is usually done by referring to the panel charts contained in authorized manuals, such as "Signal Communications for all Arms." Refer to the proper appendix for the meaning prescribed for signaling panels in their different forms used from infantry command posts to the airplanes.

COURIERS

7. State concerning couriers, including runners, any special instructions of general application. No appendix reference is necessary.

PYROTECHNICS

8. State concerning the employment of pyrotechnic signals any special instructions which apply to the command as a whole. Refer to the proper appendix for the code of pyrotechnic signals that will be used.

VISUAL SIGNALING

9. State concerning visual signaling any special instructions of general application. Refer to the proper appendix for any special details, such as call letters, etc.

PIGEONS

10. State concerning the employment of pigeons any special instructions of general application, such as the location of pigeon lofts, assignment of pigeon posts, etc. No appendix reference is necessary.

ANY OTHER MEANS OF COMMUNICATION

11. Deal in the same manner with any means of communication that may be employed not mentioned above.

CODES AND CIPHERS

12. State by name or number designation the different message codes that will be employed, such as the "Staff Code," "Field Code No. 2," etc., and the different special codes, such as "Map Coördinate Code No. 85," "Airplane Code D," etc. Refer to the proper appendix for the details of the special codes and for code names assigned units, individuals and important localities. If ciphers are to be employed refer to the proper appendix for details for their employment.

By command of Major General _____

Chief of Staff.

Official: _____

Division Signal Officer

Distribution:

Extra copies to signal officers, to include infantry regiments and artillery battalions.

NOTE:—The above paragraphs to be divided into subparagraphs as necessary.

ANNEX No. —
TO FIELD ORDERS No. —, — DIVISION
SIGNAL COMMUNICATIONS

APPENDIX A

WIRE SYSTEMS

State in as many paragraphs as necessary any detailed instructions, technical or otherwise, necessary for the installation, operation, and maintenance of the wire system, such as number of test stations employed, when wire lines will be tested, how priority calls will be handled by operators, when and by whom circuit charts will be submitted, etc.

Authenticated as the plan proper.

Distribution:

(As the plan proper.)

Additional distribution as needed.

ANNEX No. —
TO FIELD ORDERS No. —, 1st DIVISION
SIGNAL COMMUNICATIONS

APPENDIX B

RADIO SYSTEMS

1. *Net Regulations.*

Refer to the regulations prescribed in authorized manuals for the operation of radio stations, such as "Rules and Regulations for the Operation of Radio Telegraphic Stations of the AEF," and state any fur-

ther instructions necessary for the proper operation of the different radio nets, such as whether the nets will function as "Free nets" or "Directed nets," when and from what station time signals will be received, etc.

2. *Radio Characteristics.*

Tabulate the call letters for the different units including that of the next higher unit, and the wave lengths for the different nets.

VISUAL SIGNALING

3. *Visual Signaling Characteristics.*

Tabulate the call letters for the different units. Usually these are the same as given for the radio calls down to and including battalions.

Authenticated as the plan proper.

Distribution:

(As the plan proper.)

Additional distribution as needed.

ANNEX No. —

TO FIELD ORDERS No. —, 1st DIVISION

SIGNAL COMMUNICATIONS

APPENDIX C

PYROTECHNIC AND PANEL SIGNALS

1. *Pyrotechnic Signals from the Ground.*

(Tabulate.)

2. *Pyrotechnic Signals from the Airplane.*

(Tabulate.)

3. *Panel Signals from Infantry Command Posts.*

(Tabulate.)

Authenticated as the plan proper.

Distribution:

(As the plan proper.)

Additional distribution, down to and including company and battery commanders.

ANNEX No. —**TO FIELD ORDERS No. —, 1st DIVISION****SIGNAL COMMUNICATIONS****APPENDIX D****SPECIAL CODES AND CODE NAMES****1. Code Names:**

The following code names for units, individuals and important localities are prescribed:

Code Designations for Units:

(Tabulate.)

Code Designation for Individuals:

(Tabulate.)

Code Designation for Localities:

(Tabulate.)

2. Special Codes:

The following special codes are prescribed for use until changed by proper authority:

Tabulate for example as follows:

(a) Airplane Code "D"—attached.

(b) Map Coördinate Code No. 85 — attached.

NOTE:— Attach to this appendix a copy of the codes mentioned in this paragraph. The number of copies of these two codes necessary for complete distribution are furnished by the next higher unit. If cipher systems are to be employed designate in this paragraph the systems and give instructions concerning the distribution of key words.

Authenticated as the plan proper,

Distribution :

(As the plan proper.)

**Special distribution as needed for list of code names and
each special code.**

APPENDIX B

The following are a few sample orders and tables selected from problems and conferences of the School of the Line during the year 1919-1920.

These are intended to serve merely as illustrations and to exemplify some of the models shown in Appendix A.

MARCH ORDER

1st Division,
NEWMAN SCHOOL,
1 June 20, 7:00 PM

FIELD ORDERS } No 3 }

Maps: Gettysburg, 1:21120, Sheets: Arendtsville and Hunterstown.

Troops

- (a) Independent Cavalry:
 - 1st Cav (less 1st Sq, less 2 trs)
- (b) Advance Guard:
 - Brig Gen B
 - 1st Sq 1st Cav (less 2 trs)
 - 1st Brig (less 2d Inf)
 - 1st Bn 1st LA
 - Co A and Mtd Det 1st Engrs
 - 4th Amb Co
- (c) Main Body — in order of march:
 - 2d Inf (less 2 bns)

- 1. No new information concerning the enemy.
- 2. The Division will advance on CENTER MILLS to-morrow, marching via the HILLTOWN — ARENDTSVILLE — BIGLERSVILLE 610-582 road.
- 3. (a) The Independent Cavalry will move early on the MUMMASBURG — HARRISBURG road covering the right of the division and reconnoitering towards HANOVER and YORK SPRINGS. Contact will be maintained with the advance guard cavalry.

Hq 3d FA Brig
 1st LA (less 1st
 Bn and C Tn)
 2 bns 2d Inf
 2d LA (less C Tn)
 2d Brig
 1st MG Bn
 3d HvA
 Arty C Tns
 2 plats Tanks (in
 trucks)
 1st Engrs (less Co
 A and Mtd Det)
 4th F Hosp Co
 2d Amb Co
 2d F Hosp Co

(b) The Advance Guard will clear road junction 775 by 6:30 AM. It will reconnoiter toward YORK SPRINGS and CARLISLE JUNCTION.

(c) The main body will follow at one mile.

(d) The 1st Observation Squadron will reconnoiter toward HANOVER, YORK SPRINGS and CARLISLE JUNCTION.

(e) The 1st Field Signal Battalion will march in the interval between the advance guard and the main body.

4. The field trains, combined, under command of Captain X, will follow the division without distance.

Division Trains (less detachments Sanitary Train) will await orders at CALEDONIA PARK. For further details see Administrative Orders No 5.

5. Command Posts:

Division: Will close at NEWMAN SCHOOL at 5:00 AM 2 June 20, and open at HILLTOWN same date and hour.

A,

Major General.

Copies to:

Div Staff
 1st Brig
 2d Brig
 1st Engrs
 1st FA Brig
 1st Cav

1st F Sig Bn
 1st Obsn Sq
 1st MG Bn
 CO Tns
 1st Army

MARCH ORDER

(2 Columns)

1st Div,
BLUE RIDGE SUMMIT, MD.,
2 Sept 19, 6:00 PM

FIELD ORDERS }
No 4

Maps: Gettysburg, 3-inch, Fairfield, Knoxlyn, Emmitsburg, and Sabillasville Sheets.

Troops

- (a) Independent Cavalry:
Major A
1st Sq 1st Cav
- (b) Northern Column:
Brig Gen B
1st Brig
1st LA
Co A 1st Engrs
 $\frac{1}{2}$ 4th Amb Co
Brig Gen C
- (c) Southern Column:
2d Brig
2d LA
Co B 1st Engrs
 $\frac{1}{2}$ 4th Amb Co

1. Red forces are advancing from BALTIMORE. A Red force of all arms reached TANEYTOWN about noon to-day.

Our 2d Div moves to CASH TOWN to-morrow. The remainder of the 1st Corps will follow the 1st and 2d Divs on the 4th instant. Our 2d Army starts crossing the POTOMAC RIVER at POINT OF ROCKS on the 3d instant.

2. This division will advance to-morrow, secure the heights along MIDDLE CREEK from LIBERTY HALL SCHOOL to the TANEYTOWN—EMMITSBURG road, establishing a bridgehead covering the WAYNESBORO pass.

3. (a) The Ind Cav will move via the WAYNESBORO TURNPIKE, crossing the outpost line at 6:00 AM. A strong patrol will be sent via FRIEND'S CREEK. Officer patrols will be sent to observe from McKEE KNOB and hill 1263.

- (b) The northern column, starting from CHARMIAN at 6:00 AM, will advance via the WAYNESBORO TURNPIKE, to the line RHODES MILL (exclusive)—LIBERTY HALL SCHOOL (inclusive).
 - (c) The southern column, starting from SABILLASVILLE at 6:00 AM, will advance via FRIEND'S CREEK, to the line EMMITSBURG—TANEYTOWN road—RHODES MILL (both inclusive).
 - (d) The 1st FA Brig (less 1st and 2d LA), 1st MG Bn, 1st Engrs (less Cos A and B), Brig Gen D, commanding, will follow the northern column at one mile.
 - (e) The 1st F Sig Bn (less dets) will follow the northern column without distance.
 - (x) Outposts will stand relieved when the reserves of the advance guards pass road junction 771 and crossroads 819.
4. Field trains of the northern column, and of troops enumerated in Par. 3 (e), will be assembled in MONTEREY and follow the column of troops specified in Par 3 (e) without distance. Field trains of the southern column will be assembled in SABILLASVILLE and follow that column at one mile.

Division trains will be assembled in BLUE RIDGE SUMMIT and await further orders.

For other details see Adm O No 4.

5. (a) Axes of Signal Communications.

Div: WAYNESBORO TURNPIKE—ZORA.

1st Brig: WAYNESBORO PIKE—ZORA—crossroads 493.

2d Brig: FRIEND'S CREEK—ORENDORF—road junction 552.

- (b) Command Posts.

Div: No change until advance guards have passed ZORA, then ZORA.

F,
Maj Gen.

Copies to division staff, brigades, regiments, separate battalions, trains and 1st Corps.

NOTE:— In this problem no air service was present with division.

ATTACK

1st Div.,
GOLDENVILLE,
2 June 20, 10:40 AM.

FIELD ORDERS }
No 5

Maps: 1:21120.

1. A hostile reënforced brigade occupies the ridge, hill 602—hill 597 (SW of HUNTERSTOWN) and is intrenching the four spurs projecting west. Red artillery located east of orchard near hill 603 and near 592. The defeated Red cavalry has reappeared on YORK TURNPIKE west of GRANITE HILL.
2. This division attacks, enveloping hostile left. March conditions now cease. The assault battalions will pass ROCK CREEK at 2:00 PM.
3. (a) 1st LA, from position near HERMAN, supports the 1st Brig.
2d LA, from position near VARNEY, supports the 2d Brig.
3d HvA, from position near GOLDENVILLE, supports both brigades.
Open fire without delay. Interdict hostile intrenching. Gas shell will be used in interdicting hostile intrenching and on other favorable targets. A smoke screen will be placed along enemy front, beginning at 1:30 PM. (See Annex No 1.)
- (b) 1st Brig attacks three northern spurs. Its right follows line J. WEAVER—538—556 road junction and left south of line hill 556—552 road junction.

Reconnaissance through orchard south of WOODSIDE S. H.

- (c) 2d Brig (less 4th Inf less 1 bn), with two tank platoons attached, attacks south spur and envelops Red left. Assist 1st Brig by attacking western end of 597 spur from the west. Hold right west of FAIRVIEW S. H.-HUNTERSTOWN road.
 - (d) 1st MG Bn, advancing with 2d Brig to position on west slope hill 552, supports attacks against south spur.
 - (e) 4th Inf (less 1 bn) reserve, awaits orders under cover southwest of VARNEY.
 - (f) 1st Cav (less 1st Sq less 2 trs) from vicinity of J. KAAS (S of FAIRVIEW S. H.) will be held in readiness to assist 2d Brig. Reconnaissance towards HUNTERSTOWN, east of GRANITE HILL and BONNEAUVILLE.
 1st Sq 1st Cav (less 2 trs), reinforced by Mtd Det 1st Engrs, from present position, will cover our left. Reconnaissance towards HUNTERSTOWN-NEWCHESTER-DILLSBURG and Mt. HOLLY SPRINGS. Destroy all CONEWAGO bridges near NEWCHESTER.
 - (g) 1st Obsn Sq continues reconnaissance and utilizes two flights for artillery work. Landing field north of GOLDENVILLE.
 - (h) One co 1st Engrs attached to each LA regt to prepare for advance. (Rest of regt see Adm O No 6.)
4. SSW: Vicinity 648 road crossing west of GOLDENVILLE.
 See Adm O No 6.
5. (a) Axes of Signal Communications:
 Div (a) GOLDENVILLE-HUNTERSTOWN road.
 (b) GOLDENVILLE 513-511-488-531-521-FAIRFIELD S. H. road.
- (b) Command Posts:
 Div: GOLDENVILLE.

1st Brig: on division axis.

2d Brig: VARNEY, farm road south of 504, north of FAIRVIEW S. H.

A,
Maj Gen.

Distribution:

- I copy to each Brig Comdr
- I " " Col F, 1st Cav
- I " " Maj R, 1st Sq 1st Cav
- I " " Col 1st Engrs
- I " " each head of staff
section and service
- I " " CO Tns
- I " " CO Tanks
- I " " CO 1st MG Bn
- I " " Army Comdr
- I " " Col 4th Inf

ATTACK ORDER INCLUDING PASSAGE OF LINES

5th Div,
TWO TAVERNS, PA.,
2 July 19, 4:00 PM.

FIELD ORDERS }
No 5 }

Maps: Gettysburg 3-inch, Gettysburg, Hunterstown, New Oxford and Bonneauville sheets.

1. Our attack is driving the enemy back on his third position through NEW OXFORD-BRUSH RUN-TABLE ROCK.
Our corps has reached the high ground south of the WESTERN MARYLAND R. R. 2th
The attack will be continued to-morrow.
Corps order of battle from east to west: 1st Div, 5th Div, 3d Div.
2. This division will pass through the 2d Div to-night and attack at 5:00 AM.
Mission: To pierce the hostile third position, seize

NEWCHESTER and the crossings of the **CONEWAGO** north of that place, and secure the ridge north of **HAMPTON**.

Formation for attack:

Brigades abreast in column of regiments, 9th Brig on the right.

Zone of Action:

East boundary: **TWO TAVERNS**:-RJ 587-M. FINK-RJ 582-552-CR 506-530-**NEWCHESTER**-**OAKWOOD S. H.**-**HAMPTON** (all inclusive).

West boundary: **WHITE RUN**-**GRANITE HILL** (both exclusive)-RJ 575-**OAK GROVE S. H.** (both inclusive)-**ROUND HILL** (exclusive).

3. (a) The 9th Brig, driving hard, will pierce the enemy position near **MORITZ S. H.** and assist the 10th Brig in penetrating the position. It will assist the 1st Div in the capture of hill 571. It will, assisted by the 1st Div, advance and seize **NEWCHESTER** and the crossings of the **CONEWAGO**. It will, without delay, push forward and seize **HAMPTON**.

Zone of Action:

East boundary: East boundary of division.

West boundary: RJ 525-CR 530-562-**GULDENS**-CR 573-RJ 606-500-519-hill 584 (all exclusive).

- (b) The 10th Brig, assisted by the 9th Brig, will quickly penetrate the hostile position. It will advance without delay and seize the crossings over the **CONEWAGO** in its zone. It will push on and seize hill 602. It will assist the 3d Div in the capture of **ROUND HILL**.

Zone of Action:

East boundary: West boundary of 9th Brig.

West boundary: West boundary of division.

- (c) The attack will be preceded by 30 minutes' artillery preparation.

The 2d FA Brig is assigned to the division for the attack. The advance of the infantry will be preceded by a rolling barrage to include the northwest and southwest road through crossroads 594 and 530, subsequent to which concentrations of fire will be placed on selected points in advance of the infantry.

Rate of advance of barrage 100 yards in 4 minutes.

One battery of light artillery will be assigned each infantry brigade to furnish accompanying guns.

For the advance from the 594-530 road the 13th LA is attached to the 9th Brig and the 14th LA to the 10th Brig.

See Annex No 1.

- (d) The 5th Obsn Sq will maintain constant observation of enemy positions and movements and report progress of the attack hourly on the hour. One flight will be attached to each artillery brigade for observation of fire.
- (e) The 13th MG Bn will support the attack by direct and overhead fire from a position south of GULDENS. When no longer able to fire this battalion will be assembled at GULDENS and await further orders.
- (f) One company of engineers will be attached to the 9th Brig, one to the 10th Brig, and one to the 5th FA Brig. They will be prepared to assist the rapid advance of the artillery across the hostile positions and to quickly repair or replace the bridges over the CONEWAGO.

The 5th Engrs (less 3 cos) as directed in Adm O No 6.

- (x) 1. For the advance to attack positions all roads between MIDDLE RUN-GRANITE HILL (both exclusive) and the TWO TAVERNS-BONNEAUVILLE-R. F. WEAVER road are available.
- 2. No troops, except reconnaissance parties, will cross the HANOVER ROAD before 10:00 PM, 2 July 19.
- 3. All improved roads are reserved for the movement of artillery and trains of 5th Div from 8:00 PM to 3:00 AM, night of 2-3 July 19.
- 4. Foot troops will be moved across country and in artillery formation north of the HANOVER ROAD.
- 5. All troops will be in attack positions by 3:00 AM, 3 July 19.
- 6. Command of 2d Div sector passes to CG 5th Div at 3:00 AM, 3 July 19.
- 4. For administrative details see Adm O No 6.
SSW: Crossroads 562 and road junction 568.
- 5. (a) Plan of signal communications: No change except panels will be displayed hourly on the hour.
- (b) Axes of signal communications:
Div: CR 530-562-GULDENS-RJ 506-NEW-CHESTER-HAMPTON.
9th Brig: RJ 582-567-CR 573 — then same as division.
10th Brig: CR 562-GULDENS-CR 573-RJ 600-CR 632-594-CASHMUN-RJ 500-544-hill 602.
- (c) Command posts:
Div: CR 530.
9th Brig: R. F. WEAVER FARM.
10th Brig: CR 562.

A,
Maj Gen.

Copies to:

Div Staff
 9th Brig
 10th Brig
 5th FA Brig
 2d FA Brig
 2d Div
 1st Div

3d Div
 1st Corps
 5th Engrs
 13th MG Bn
 5th F Sig Bn
 5th Obsn Sq
 CO Tns

RELIEF ORDER

3d Division,
 HUNTERSTOWN, PA.,
 25 Sept 19, 5:00 PM.

FIELD ORDERS }
 No 28 }

Maps: 1" Map, Gettysburg and Taneytown Sheets.
 3" Map, Hunterstown and Gettysburg Sheets.

1. The enemy continues to hold his position in our front.
2. The 3d Division will be relieved in line by the 4th Division and will pass to corps reserve, marching to the TWO TAVERNS—GRANITE HILL STATION area commencing 25 Sept 19. Relief will be carried out in accordance with attached march and relief table and will be completed by 5:00 AM, 28 Sept 19.
3. (a) Details of infantry reliefs will be arranged by the commanding officers concerned.
- (b) Reliefs of machine gun units in front line will be carried out on the nights of 26-27 and 27-28 Sept 19.
- (c) Relief of artillery units will be carried out on the nights 26-27 and 27-28 Sept 19. Details of artillery relief will be arranged by artillery brigade commanders concerned, who will issue the necessary orders to carry it into effect.
- (d) Details of relief of 3d Field Signal Battalion, 3d

Engineers and 3d Sanitary Train will be arranged by chiefs of services concerned.

- (e) The 3d Observation Squadron will be relieved by the 4th Observation Squadron and will remain on air-drome at GERMANTOWN.
- (x) 1. Command of infantry brigade sectors will pass as follows:
 - 5th Brigade, 5:00 AM, 27 Sept 19;
 - 6th Brigade, 5:00 AM, 28 Sept 19.
- 2. Command of infantry regimental subsectors pass as follows:
 - 9th and 11th Infantry, 5:00 AM, 27 Sept 19;
 - 10th and 12th Infantry, 5:00 AM, 28 Sept 19.
- 3. Completion of all moves and reliefs will be reported to brigade commanders and thence by telephone to division headquarters.
- 4. No unusual bodies of troops will appear in the open between 5:00 AM and 7:00 PM.
- 5. Guides will meet all relieving columns at HENDERSON MEETING HOUSE from 6th Brigade and at R. SMITH from 5th Brigade. In the area north of the line 517-549, the following precautions will be observed:
 - (a) Road crossings will be avoided by troops.
 - (b) Troops will maintain a distance of 50 yards between platoons.
- 6. Defense schemes, maps and surplus supplies will be turned over to relieving units.
- 7. Reduced quartering parties will precede their units to the TWO TAVERNS-GRANITE HILL STATION area. Regimental commanders will arrange for leaving necessary personnel to assist incoming units for 24 hours.
- 4. For administrative instructions and relief of trains, see Administrative Orders No 53.
- 5. (a) Command of divisional sector will pass at 8:00 AM, 28 Sept 19. All units of both divisions within 3d

Division sector will be under orders commanding general, 3d Division, until command has passed.

- (b) Division headquarters will close at HUNTERSTOWN at 8:00 AM, 28 Sept 19 and will open at Two TAV-ERNS same date and hour.

A,
Maj Gen.

Distribution:

CG 3d Div	CG 3d FA Brig (4)
Div Staff	CO 3d Engrs
CG Blue Army	CO 3d F Sig Bn
CG 4th Corps	CO 3d MG Bn
CG 4th Div	CO 3d Obsn Sq
CGs Adjacent Divs	CO Tns and MP Co 3d
CG 5th Brig (4)	Div
CG 6th Brig (4)	War Diary — File

DEFENSE ORDER FOR DEFENSIVE ZONE

1st Division,
STUMPTOWN, PA.,
2 June 20, 6:00 PM.

FIELD ORDERS }
No 7 }

Maps: Gettysburg Geological Survey, 1:62500 (all sections).
Gettysburg, 3" = 1 mile.

1. (a) The enemy has been forced across the MONOCACY RIVER.
 - (b) Our advance elements are in contact with the enemy at the river crossings. Our army halts on the general line of the MONOCACY RIVER. Our corps, holding the line of the MONOCACY, defends the general line LONGVILLE (inclusive)—hill 526—hill 532—hill 483—hill 524—ridge $\frac{1}{2}$ mile west of MOUNT ZION CHURCH.
- No change in corps boundaries.

2. (a) This division will organize and defend the TANEYTOWN sector.

Northern boundary — Same as northern boundary 1st Corps.

Southern boundary: SHADES SCHOOL-TRE-VANION-CRABSTER-498-489-STULL (all inclusive).

Eastern boundary: BIG PIPE CREEK.

- (b) Positions:

An outpost position with the main line of resistance point 351.8-733.0-point 351.4-732.4-MOUNTAIN VIEW FARM-hill 503-hill 483-road junction 433-hill 427-hill at point 347.8-727.5.

A battle position with the main line of resistance on the line LONGVILLE (inclusive)-hill 526-hill 532-hill 524-point 350.5-729.7-hill 483-point 348.6-728.5-road junction 489-hill 524: with the regimental reserve line along point 355.8-732.4-point 354.4-731.1-731.1-point 353.6-730.1-point 352.3-728.2-CLEARVIEW S. H.-point 351.0-726.5 and intermediate position with the main line of resistance hill 588-hill 589-TANEYTOWN-hill 561-hill 540.

A switch position along the line: hill 567-LONGVILLE-hill 532.

- (c) Brigade sectors:

Boundary line between brigade sectors: PLEASANT VALLEY-BEAR MOUNT SCHOOL-MAYBERRY-STUMPTOWN-hill 561-hill 521-TANEYTOWN-farm at point 352.5-729.5-456-point 349.4-730.6 (all inclusive) to north brigade sector.

3. (a) 1. The 1st Brigade, with one company 1st Engineers attached, will organize and defend the north brigade sector; infantry regiments will be placed abreast.

The commander of the north brigade sector will cooperate with the 8th Division, 2d Corps,

on the north, in selecting and laying out a switch position on the general line: hill 532—LONGVILLE—hill 567—hill 587.

2. The 2d Brigade, with one company 1st Engineers attached, will organize and defend the south brigade sector; infantry regiments will be placed abreast.
3. Each brigade will organize two centers of resistance on the battle position.
4. The brigade sector reserve battalions will be located as follows:
3d Battalion, 2d Infantry, near point 355.5-730.2.
3d Battalion, 3d Infantry, near point 354.8-728.3.

These troops will be employed in organizing the battle position. When this position has been completed they will be employed on the intermediate position.

- (b) 1. Each brigade sector commander will employ in the outpost position not to exceed the equivalent of two machine gun platoons for each center of resistance. These guns will be prepared to concentrate their fire on river crossings.
2. The bulk of the machine guns will be placed so as to put down an effective barrage in front of the firing line of the battle position.
3. The Division Machine Gun Officer, by arrangement with the division on the north, will assure the covering by machine gun fire of the river salient opposite PINE HILL MILL.
4. The Division Machine Gun Battalion will retain station at STUMPTOWN. After reconnaissance, machine gun positions will be prepared for the guns of this battalion on the intermediate position and in the battle position. (See Annex No. 1.)

- (c) The 1st Artillery is assigned to the support of the north brigade sector. The 2d Artillery is assigned to the support of the south brigade sector. The commanding general, 1st Field Artillery Brigade, will submit plans, with sketches, for supporting the present front line of the outpost position with protective and counter-preparation fires.

Approximately one-half the light artillery will be located so that it can place an effective protective barrage in front of the outpost position.

The 3d Heavy Artillery will be used to carry out special missions.

Plans for interdiction, retaliation and reprisal fire will be submitted to division headquarters for approval.

Group "A" of the Corps Artillery will assist in the support of the 1st Division (see Annex No 2).

- (d) The 3d Battalion, 1st Infantry, the 3d Battalion, 4th Infantry, Company A, 2d Machine Gun Battalion, Company A, 3d Machine Gun Battalion and the 1st Machine Gun Battalion will constitute the divisional reserve. These troops will be quartered as follows:

3d Battalion, 1st Infantry and Company A, 2d Machine Gun Battalion near point 358.7-729.8.

3d Battalion, 4th Infantry and Company A, 3d Machine Gun Battalion near point 357.0-727.0.

1st Machine Gun Battalion at STUMPTOWN.

Troops stationed on or in rear of the intermediate position will continue training. When alerted the divisional reserves will assemble in their camps ready to move.

- (e) The 1st Observation Squadron, from the landing field at STUMPTOWN, will make daily reconnaissance during the hours of daylight of enemy posi-

tions opposite our front to a depth of five miles. Front lines will be staked out twice daily upon call of airplane, at daybreak and just before sunset. (See Annex No 3.)

- (f) The Division Engineer Officer after consultation with the brigade sector commanders will insure in each brigade sector a minimum of four foot bridges and two wagon bridges across PINEY CREEK.

The 1st Engineers will construct removable obstacles for all fords of the MONOCACY and will prepare for demolition all bridges across that river.

- (x) 1. Conduct of Defense:

- (a) The outpost position will deny to the enemy any foothold east of the MONOCACY RIVER. Aggressive and strong reconnaissance will be made west of this river. Except in the case of a foreseen attack the outpost position will be held until further orders.

- (b) Conduct of troops in outpost position, in case of a foreseen attack, will be governed by orders to be issued at the time.

- (c) The battle position will be held at all hazards. The reserves will be held mobile and will be used in counter-attacks and to maintain the line of resistance.

- (d) The intermediate position covers the artillery and forms the base of departure for counter-attacks by the main reserves.

- (e) The switch position will be used for the purpose of preventing any hostile break through on our right.

2. (a) Through the employment of connecting groups subsector commanders will insure mutual support between adjacent centers of resistance within the division sector.

- (b) The commander of the north brigade sector will organize connecting groups to consist of

at least one section of infantry and a machine gun section which will maintain connection with similar groups of the 8th Division on the north at point 351.8-733.0, at LONGVILLE and at crossroads 571 (intermediate position).

- (c) The commander of the south brigade sector will arrange with the commander of the 2d Division on the south to establish similar groups to be located at hill 347.8-727.5 at hill 524 and at point 351.0-726.7.
 - (d) Not to exceed the equivalent of a battalion will be used in the outpost position of each brigade sector.
3. Conduct in case of attack:
 - (a) In the event of a foreseen general attack the battle position will be held at all costs, the outpost troops withdrawing to the battle position upon receipt of orders from Division Headquarters. The division reserves will be assembled in their positions ready to move.
 - (b) In case of any other class of attack all troops will fight in their present positions to the last without yielding ground. There will be no withdrawal of any character.
 4. Counter-attacks will be launched by battalion and higher commanders to insure possession of the battle position.
 5. Barrages by machine guns and artillery will be arranged within the outpost position and between the outpost and battle positions in accordance with artillery and machine gun plans attached and upon call of proper commanders.
 6. The light artillery batteries most favorably located will designate one or two guns for direct fire on hostile tanks.
 7. The switch position will be outlined but not completed until further orders. (See Annex No. 1.)

4. See Administrative Orders No 7.

Station for Slightly Wounded: Point 358.7-727.2.

5. (a) Plan of Signal Communications: See Annex No 5.

(b) Axes of Signal Communication:

Division: STUMPTOWN-TANEYTOWN-BOYD.

1st Brigade — Point 354.8-730.4-point 354.8-730.7-point 353.8-731.2.

2d Brigade — Point 354.2-728.3-road junction 472-445-point 352.3-728.2-441.

(c) Command Posts:

1st Division: STUMPTOWN.

1st Brigade: farm house at 354.8-730.4.

2d Brigade: farm house at 354.2-728.3.

A,
Major General.

Distribution:

CG 1st Army	Div Staff
CG 1st Corps	CO 1st Engrs
CG 2d Corps	CO 1st MG Bn
CG 8th Div	CO 1st F Sig Bn
CG 2d Div	CO 1st Obsn Sq
CG 4th Div	CO Tn
	Brig Comdrs

THE ADMINISTRATIVE ORDER IN AN ATTACK

1st Div.,
PENN COLLEGE, GETTYSBURG, PA.,
14 June 19, 6:00 PM.ADMINISTRATIVE ORDERS } To accompany FO 3 and 4, 1st
No 2 } Div.

Maps: General Map, Gettysburg-Antietam, 1"=10 miles; Gettysburg-Antietam, 1:21120. (All sheets north and west of Gettysburg.)

I. SUPPLY.

A. *Railhead*: no change.

B. Rations:

Distributing Points on and after 15 June:

1. West of RJ 646.

1st Brig, 10:00 AM.

1st Engrs, 11:00 AM.

1st MG Bn, 12:20 PM.

2. East of Boyd S. H.

1st FA Brig, 10:00 AM.

2d Brig, 11:00 AM.

1st Sq 1st Cav, 12:00 noon.

3. GETTYSBURG, Sup Tn bivouac:

Div Hq Tr, 10:00 AM.

MP Co, 10:15 AM.

1st F Sig Bn, 10:30 AM.

Engr Tn, 10:45 AM.

Cos A and B 1st Pion Inf, 11:00 AM.

All other units, 11:20 AM.

4. LITTLESTOWN — 1st Obsn Sq.

C. Ammunition:

2. Refilling point no change.

Am Tn will use divisional axial road and BALTIMORE TURNPIKE.

2. Distributing Stations:

Artillery: Farm house east of hill 687, artillery and infantry, vicinity of RJ 611.

D. Engineer Material:

1. Corps park no change.

2. When the attacking troops have attained their objective the Div Engr will establish an engineer dump well forward, consisting of bridge repair materials, entrenching tools, wire, etc.

The exact location of this dump will be promptly reported to G1.

E. Signal Corps Material:

1. Corps park no change.

2. When the progress of the attack permits, a dump of extra wire and such other material as is needed to

install necessary communications in the division sector will be established near SEVEN STARS.

F. Water:

From all towns and farm houses in division area. Water carts will be kept filled at all times.

II. EVACUATION.

A. Men:

1. Dressing Stations:

- (a) For 1st Brig: One amb co to be held in position of readiness near CR 679 to cover 1st Brig.
- (b) For 2d Brig: One amb co to be held in position of readiness near RJ 611 to cover 2d Brig.
- (c) Amb Cos to be in position by 3:00 AM.

Evacuation by way of brigade and divisional axial roads.

2. Field Hospitals:

- (a) Non-evacuable and seriously wounded: Corps F Hosp — GETTYSBURG (mobile surgical hospital).
- (b) All other cases: F Hosps at GETTYSBURG.
- (c) Two F Hosps to be held in reserve in GETTYSBURG in readiness to move forward when advance permits.
- (d) Corps Evac Hosp no change.

3. SSW: CR 1600 yards northeast T. FORNEY.

B. Animals:

- 1. Collection station for sick and wounded animals: 1st Mob Vet Sec in orchard opposite J. FORNEY house.
- 2. Corps Mob Vet Sec no change.
- 3. Div Vet will arrange for evacuation from collection station via division axial road to GETTYSBURG — thence to WESTMINSTER via BALTIMORE TURNPIKE.

III. ROADS.

A. Axial Roads: see Par 4 (b) FO No 4.

B. Maintenance:

By Div Engr — All roads and bridges in the divisional area will be inspected as rapidly as the advance progresses and bridges will be reënforced when necessary to accommodate artillery and heavily loaded trucks.

C. Circulation:

Free on all roads in division area, except for the limitations prescribed in FO No 2 for the movement of troops to-night.

As soon as the advance reaches its objective, the APM will reconnoiter all roads to the east thereof and prepare circulation maps of the division sector.

D. Traffic Control:

By military police from MUMMASBURG—SEVEN STARS road to the GOLDENVILLE—GETTYSBURG road (both inclusive). The BALTIMORE TURNPIKE will be policed by the 2d Corps. Traffic control posts will be established at all important road junctions in the divisional area and detachments of military police will be placed on duty at distributing points and stations and field hospitals and at stations for slightly wounded. Traffic control posts will be established in the forward area as the attack progresses.

Signs will be posted on all roads by the military police as soon as the advance permits.

IV. SALVAGE AND BURIAL.**A. Salvage:**

1. Corps salvage park no change.
2. Salvage of the division area east of the 659-Mc-KNIGHTSTOWN-McKNIGHTSTOWN STATION road by Co A 1st Pion Inf (attached to division from corps troops).
3. The Div Salv O will coördinate the work of salvage.

4. Salvage detachments will be located at all distributing points, dressing stations and field hospitals.
5. The CO Engr Tn will furnish necessary transportation.
6. Salvage dumps at distributing points, from which points the supply train will evacuate salvaged material to the corps salvage park at WESTMINSTER under direction of the Div Salv O.

B. *Burial:*

1. The Div Sn I will coördinate the work of burial.
2. Burial including dead animals in the division area east of 659-McKNIGHTSTOWN-McKNIGHTSTOWN STATION road by Co B, 1st Pion Inf (attached to division from corps troops).
3. The CO Engr Tn will furnish the necessary transportation and tools.
4. The Chap, 1st Engrs, assisted by two chaplains to be designated by the division chaplain, will make the necessary records and reports of all burials.

- C. In the area in advance of that indicated above, salvage and burial will be done by the infantry regiments within the limits of their respective areas, evacuating salvaged material to the salvage dumps by regimental ration vehicles.

V. MILITARY POLICE.

The APM will establish a straggler line along the HAMILTON-646-601-N. GRIST house road and arrest all enlisted men going to the rear (except teamsters, chauffeurs, messengers) and others when they are not in possession of properly authenticated passes.

Stragglers will be sent to collection point at crossroads one-half mile SW of 601 where officer in charge will arrange for their return to proper organization. When the artillery moves forward, the straggler line will be advanced to the MUMMAS-

BURG-SEVEN STARS road and the collection point will be moved to road junction 560.

VI. PRISONERS OF WAR.

Prisoners of war will be sent to collection point established by military police at crossroads one-half mile southwest of 601 and RJ 560 after straggler line moves forward.

The APM will arrange for evacuation of prisoners to the corps prisoners of war enclosure at GETTYSBURG after they are searched and interviewed by G2.

VII. MISCELLANEOUS.

A. *Surplus Baggage:*

Infantry brigade commanders will cause battalion dumps of surplus property that is not to be taken into action, to be formed near the road and left in the bivouac area under proper guard. The Div QM will be notified of the exact location of these dumps.

B. *Extra Transportation:*

The Div QM will place at the disposal of the CO Hq Tr three trucks to be held in readiness for movement of the advance division command post.

C. *Mail:*

Will be sent to ration distributing points.

VIII. TRAINS.

A. *Division Trains:*

1. CO Tns will release division trains immediately for combat operations.
2. Following will remain in GETTYSBURG:
 - (a) Engr Tn — to be held loaded in readiness to move forward to establish engineer dump under direction of Div Engr.
 - (b) Am Tn — (less H Bn).

- (c) Sup Tn (including Serv Pk U) less detachment at UNION MILLS.
- (d) Hq Div Tns.
- (e) Hq Sn Tn.
- 3. Other units to remain in GETTYSBURG:
 - (a) 2d Ech DHQ.
 - (b) F Sig Bn (subject to orders of Div Sig O).
 - (c) Hq MP Co.
 - (d) Mob Ord Rep Sh.
- 4. Others as follows:
 - (a) Am Tn (H Bn) — Woods 600 yards north of CR 625.
 - (b) Div Vet Sec — Orchard opposite J. FORNEY house.
- 5. Contact maintained with G1 at Div CP by mounted agents from all trains.
- B. Field trains will move north from their present positions under direction of the CO Tns at daylight 15 June 19 and park as follows:
 - 1. 1st Brig: Woods south of RJ 646.
 - 2. 1st FA Brig and 1st Sq 1st Cav: woods along railroad east of C. TOPPER FARM.
 - 3. 2d Brig: Woods along railroad west of BOYD SCHOOL HOUSE.
 - 4. 1st Engrs: Orchard south of RJ 646.
 - 5. Movement to be made via MUMMASBURG — crossroads west of OAK RIDGE — thence to RJ 601 — and destinations by shortest route.

By command of Major General A

Official:

Y

A C of S, Gr.

X,
Chief of Staff.

Distribution:

- 1. CG Blue Army
- 2. CG 2d Corps

- 31. Div MTO
- 32. Div OO



E MARCH AND RELIEF TABLE

March and Relief Table
Company Field Orders No. 28, 3d Division

To	Route	How Made	Relieved by*	Remarks
mp W of M. RUDISH	Axial Road—617 —562—530—516 —529	March (Motor)	10th MG Bn	Clear HENDERSON MEETING HOUSE at 10:00 PM
mp NE of 588	Axial Road—602— ROUND TOP S. H.	March	1st Bn 16th Inf	Clear HENDERSON MEETING HOUSE by 8:00 PM
mp S of REYNOLDS	Same as Serial No 2 then to 588	March	1st Bn 15th Inf	Clear HENDERSON MEETING HOUSE by 8:30 PM
mp S of of 588	Same as Serial No 3	March	12th MG Bn (less Cos A and B)	Clear HENDERSON MEETING HOUSE at 2:45 AM
mp S of REYNOLDS	Same as Serial No 3	March	3d Bn 15th Inf	Clear HENDERSON MEETING HOUSE by 1:45 AM
mp NE of 588	561—WOODSIDE S. H.—552—HUN- TERSTOWN—602 —ROUND TOP S. H.	March	3d Bn 16th Inf	Clear HENDERSON MEETING HOUSE at 2:15 AM
mp W of 587	538—517 W—552 —I. P. PLANK —602—590—587	March	3d Bn 13th Inf	Clear 538 by 8:00 PM

For relieving troops this column will be headed "In relief of."

- | | |
|-----------------------|------------------------------|
| 3-6. CG 1st Brig | 33. CO 1st Sq 1st Cav |
| 7-10. CG 2d Brig | 34. CO 1st Obsn Sq |
| 11-15. CG 1st FA Brig | 35. Co Cos A and B, 1st |
| 16-20. CO Tns | Pion Inf |
| 21-24. Div QM | 36. Div Chap |
| 25. CO 1st Engrs | 37. Div Sn I |
| 26. CO 1st F Sig Bn | 38. APM |
| 27. CO 1st MG Bn | 39-55. Division Staff — File |
| 28. Div Surg | — War Diary — |
| 29. CO Hq Tr | Spare — CGs, ad- |
| 30. Div Billeting O | joining divisions. |

APPENDIX C

ABBREVIATIONS

The following list contains authorized abbreviations which have been extracted from Special Regulations No. 56, and Field Service Regulations as well as special abbreviations which have been authorized for use at these Schools.

An (*) has been placed in front of the abbreviations which most frequently are written incorrectly. It should be noted that, with very few exceptions, nearly all abbreviations are written without spacing or periods between capital letters.

To economize space abbreviations have been grouped.

Example :

Battalion (Adjutant) (Commander) . . Bn (Adj) (Comdr)

In each case the abbreviation not enclosed in parenthesis, plus any one of those enclosed, will give a proper abbreviation, as for instance :

Bn Adj, Bn Comdr, etc.

When an abbreviation such as that for Brigade Headquarters (BHQ) is not made up by grouping the abbreviations of the component words, the special abbreviation is given separately ; in this case (BHQ) instead of (Brig Hq).

Adjutant	Adj
Administrative Orders	Adm O
Advance Guard	Adv Gd
Afternoon (i.e., between 12:00 noon and 12:00	
midnight)	PM

Airdrome	Adme
Air Service	AS

NOTE:— The components of the most frequently used abbreviations relating to the Air Service are the following:

Balloon	Bln	Observation	Obsn
Bombardment ...	Bomb	Pursuit	Purs
Group	Gp	Squadron	Sq
Night	Nt	Wing	Wg

Ambulance (Company) (Section) ..	Amb (Co) (Sec)
American Expeditionary Forces	AEF
Ammunition (Train)	Am (Tn)
Animal (or Animal-drawn)	Anl
Anti-aircraft Sector	A-A Secr
Anti-aircraft Artillery	A-AA
Army	Army
Army Air Service	AAS
Army Artillery	AA
Army Artillery, Brigade Headquar- ters	AA BHQ
Army Artillery Headquarters	AA HQ
Army Artillery Park	AA Pk
*Army Headquarters	AHQ
Army Observation Group	A Obsn Gp
Army Tank Headquarters	A Tank Hq
*Artillery	Arty
Assistant Chief of Staff	A C of S
Assistant Provost Marshal	APM
August	Aug
Baggage Section Field Train	Bag Sec F Tn
Bakery Company	Bkry Co
*Balloon (Company) (Group)	Bln (Co) (Gp)
Base Hospital	Base Hosp
Battalion (Adjutant) (Commander) ..	Bn (Adj) (Comdr)
Battalion Engineers (Mounted) ..	Bn Engrs (Mtd) (F (Flash and Sound Ranging) .. & SR)

*Battery	Btry
Brigade	Brig
*Brigade Headquarters	BHQ
Brigadier General	Brig Gen
Caisson	Csn
Camp Infirmary	Camp Ifmy
Cavalry	Cav
Chemical Warfare Service	CWS
Chief Engineer Officer	CEO
Chief Ordnance Officer	COO
Chief Quartermaster	CQM
Chief Signal Officer	CSO
Chief Surgeon	C Surg
Chief of Air Service	C of AS
Chief of Artillery	C of A
Chief of Staff	C of S
Clothing and Bath Unit	Clo & Bth U
Coast Artillery	CA
Coast Artillery Corps	CAC
Colonel	Col
Combat Zone	Comb Z
Command Post	CP
Commanding General	CG
Commanding Officer	CO
Communications Zone	CZ
Company (Commander)	Co (Comdr)
Corps (Air Service) (Artillery Park) (Mobile Veterinary Corps (AS) (Arty Hospital)	Pk) (Mob Vet Hosp)
Corps of Engineers	CE
Crossroads	CR
December	Dec
Department	Dept
Depot (Battalion)	Dep (Bn)
*Detachment	Det
Division (Adjutant) (Air Service)	

(Judge Advocate) (Ordnance Div (Adj) (AS)	
Officer) (Quartermaster)	(JA) (OO) (QM)
*Division Headquarters	DHQ
Division Machine Gun Officer	DMGO
Echelon	Ech
*Engineer (Train)	Engr (Tn)
Engineers	Engrs
Evacuation Hospital	Evac Hosp
February	Feb
Field Artillery	FA
Field (Clerk) (Hospital) (Re-	F (Clk) (Hosp)
mount Squadron)	(Rmt Sq)
Field Orders	FO
Field Signal Battalion (Motorized)	F Sig Bn (Mtz)
(Mounted)	(Mtd)
First Lieutenant	1st Lt
Forward Communication Center ...	FCC
General (Hospital)	Gen (Hosp)
General Headquarters	GHQ
General Staff	GS
General Staff Corps	GSC
General Staff Officer (No 1) (No	(G1) (G2) (G3)
2) (No 3) (No 4) (No 5)....	(G4) (G5)
Geological Survey	Geol Surv
Graves Registration Unit	Gr Reg Unit
Headquarters (Company) (Troop).	Hq (Co) (Tr)
*Heavy Artillery (Mobile Repair	
Shop)	HvA (Mob Rep Sh)
*Heavy Field Artillery	Hv FA
*Heavy Mobile Ordnance Repair	
Shop	Hv Mob Ord Rep Sh
Heavy Tank Battalion	Hv Tank Bn
*Horse Artillery	HA
Horse Section	H Sec
Hospital Train	Hosp Tn
Independent Cavalry	Ind Cav

Infantry	Inf
Information Officer	Info O
Intelligence (Officer) (Section) ...	Int (O) (Sec)
January	Jan
July	(Jul) to be used only when date space is limited.
June	(Jun) to be used only when date space is limited.
Letter of Instructions	Let Inst
Lieutenant (Colonel) (General) ...	Lt (Col) (Gen)
Light Artillery	LA
Machine Gun (Company) (Troop) (Battalion) (Squadron) (Bat- talion Motorized) (Squadron Motorized)	MG (Co) (Tr) (Bn) (Sq) (Bn Mtz) (Sq Mtz)
Machine Gun Battalion, Anti-air- craft	MG Bn A-A
Major (General)	Maj (Gen)
*March	Mch
Medical Corps	MC
Medical Department	MD
Medical (Depot) (Supply Depot) ..	Med (Dep) (Sup Dep)
*Meteorological Service	Met Serv
Military Police	MP
Military Police Corps	MPC
Mobile (Hospital) (Laundry Unit) ..	Mob (Hosp) (Laun Unit)
(Ordnance Repair Shop) (Veteri- nary Hospital)	(Ord Rep Sh) (Vet Hosp)
Morning (i. e., between 12:00 mid- night and 12:00 noon)	AM

Motor (Supply Train) (Truck Company)	M (Sup Tn) (Trk Co)
Motor Transport Company.....	MT Co
Motor Transport Corps (Park)	MTC (Pk)
Mountain Artillery	MA
Munitions Officer	Mun O
Noncommissioned Officer	NCO
November	Nov
Number	No
Observation (Group) (Squadron) (Wing)	Obsn (Gp) (Sq) (Wg)
Observation Post	OP
One-pounder	1-pdr
October	Oct
Operations Officer	Ops O
Ordnance (Department) (Depot) ..	Ord (Dept) (Dep)
Ordnance Officer	OO
Organization	Org
Outpost Company	Out Co
Park	Pk
Philippine Scouts	PS
Pioneer Regiment, Infantry	Pion Inf
Platoon	Plat
Pontoon	Pon
Provost Marshal General	PMG
Quartermaster	QM
Radio Section	Rad Sec
Railhead Officer	RHO
Railhead Detachment	Rhd Det
Railroad Transportation Officer ...	RTO
Railway Ordnance Repair Shop....	Ry Ord Rep Sh
Ration Cart	RC
*Regiment (Regimental)	(Regt) (Regtl)
Regiment Engineers (Construction)	Regt Engrs (Cons)

Other special engineer regiments similarly abbreviated as follows: Electrical and Mechanical (Elec & Mech); Forestry (For); General Construction (Gen Cons); Light Railway Operation (Lt Ry Opr); Mining (Min); Quarry (Quarry); Road Service (Rd Serv); Sappers (Sap); Searchlight (SL); Supply and Shop (Sup & Sh); Supply Service (Sup Serv); Topographical and Survey (T & S); Water Supply Service (W Sup Serv).

Remount (Depot) (Service)	Rmt (Dep) (Serv)
Repair (Section) (Unit)	Rep (Sec) (Unit)
Road Junction	RJ
Road Service	Rd Serv
Rolling Kitchen	RK
Salvage Company	Salv Co
Sanitary (Corps) (Squad) (Train)	Sn (C) (Sqd) (Tn)
*Secretary, General Staff	SGS
Section	Sec
Sector	Secr
September	Sept
*Sergeant	Sgt
Service (Battalion) (Battalion Re-serve) (Company)	Serv (Bn) (Bn Res) (Co)
*Service Park Unit	Serv Pk Unit
*Signal Corps (Depot)	Sig C (Dep)
Signal Officer	Sig O
Small Arms Ammunition	SA Am
Squad	Sqd
*Squadron	Sq
Station	Sta
Station for Slightly Wounded	SSW
Stokes Mortar	SM
*Supply (Company) (Depot) (Officer) (Train) (Troop)	Sup (Co) (Dep) (O) (Tn) (Tr)
Supply Zone	Sup Z
Surgeon	Surg
Tank (Battalion) (Brigade) (Company) (Corps)	Tank (Bn) (Brig) (Co) (C)

Telegraph Battalion	Tel Bn
Theater of Operations	T of Opns
Train	Tn
Train Headquarters and Military Police	Tn Hq & MP
Transportation (Company) (Regi- ment)	T (Co) (Regt)
Transportation Corps	TC
Trench Mortar (Battery) (Bat- talion)	TM (Btry) (Bn)
Troop	Tr
Verbal Orders	VO
Veterinarian	Vet
Veterinary Corps	VC
Veterinary Hospital	Vet Hosp
Wagon Company	Wag Co
War Department	WD
Water Cart	WC
Water Tank Train	W Tank Tn
Zone of the Interior	Z of I

ABBREVIATIONS USED WITHIN AN INFANTRY DIVISION

1st Infantry Division	1st Div
1st Brigade	1st Brig

NOTE:—The abbreviation 1st Brig implies *Infantry* Brigade as 1st Cavalry Brigade, 1st Field Artillery Brigade are written (1st Cav Brig) and (1st FA Brig), respectively. The same rule applies to Cavalry Division (1st Cav Div).

1st Infantry	1st Inf
1st Battalion, 1st Infantry	1st Bn 1st Inf
One battalion, 1st Infantry	1 bn 1st Inf
Headquarters Company, 1st Infantry.	Hq Co 1st Inf
Signal Platoon, 1st Infantry	Sig Plat 1st Inf
One Stokes mortar platoon	1 SM plat
One section Stokes mortar 3"	1 sec SM 3"
Pioneer Platoon, 1st Infantry	Pion Plat 1st Inf

One-pounder Platoon, 1st Infantry . . . 1-pdr Plat 1st Inf
Machine Gun Company, 1st Infantry. MG Co 1st Inf
1st Platoon, Machine Gun Company,
1st Infantry 1st Plat MG Co 1st
Inf

One platoon, Machine Gun Company,
1st Infantry 1 plat MG Co 1st
Inf

One section, Machine Gun Company,
1st Infantry 1 sec MG Co 1st
Inf

Supply Company, 1st Infantry Sup Co 1st Inf

1st Machine Gun Battalion 1st MG Bn

Company A, 1st Infantry Co A 1st Inf

One company, 1st InfantryI co 1st Inf

One platoon, Company A, 1st Infantry I plat Co A 1st Inf

One section, Company A, 1st Infantry I sec Co A 1st Inf

One squad, Company A, 1st Infantry. 1 sqd Co A 1st Inf

1st Field Artillery Brigade 1st FA Brig

1st Light Artillery 1st LA

1st Battalion, 1st Light Artillery 1st Bn 1st LA

One battalion, 1st Light Artillery 1 bn 1st LA

Battery A, 1st Light Artillery Btry A 1st LA

3d Heavy Artillery 3d HvA

1st Field Signal Battalion 1st F Sig Bn

NOTES:—The companies of a field signal battalion are Co A (radio); Co B (wire); Co C (outpost).

The companies of a telegraph battalion are lettered Companies D and E, there being no Companies A, B and C in the battalion.

One radio section I rad sec

One wire section I wire sec

1st Train Headquarters and Military Police 1st Tn Hq & MP

Company A, Military Police, 1st
Division Co A MP 1st Div

1st Ammunition Train	1st Am Tn
1st Mobile Ordnance Repair Shop ..	1st Mob Ord Rep Sh
Motor Battalion, 1st Ammunition Train	M Bn 1st Am Tn
Horse Battalion, 1st Ammunition Train	H Bn 1st Am Tn
One caisson company, 1st Ammuni- tion Train	1 csn co 1st Am Tn
One wagon company, 1st Ammuni- tion Train	1 wag co 1st Am Tn
One truck company, 1st Ammuni- tion Train	1 trk co 1st Am Tn
1st Supply Train	1st Sup Tn
Company A 1st Supply Train	Co A 1st Sup Tn
One truck company, 1st Supply Train.	1 trk co 1st Sup Tn
1st Engineer Train	1st Engr Tn
1st Sanitary Train	1st Sn Tn
Ambulance Section, 1st Sanitary Train	Amb sec 1st Sn Tn
One ambulance company, motor, 1st Sanitary Train	1 amb co mtr 1st Sn Tn
Ambulance Company No 1, 1st Sani- tary Train	Amb Co No 1 1st Sn Tn
One ambulance company animal- drawn	1 amb co anl
Field Hospital Section, 1st Sanitary Train	F Hosp Sec 1st Sn Tn
One field hospital company	1 f hosp co
One field hospital company, motor ..	1 f hosp mtr
Field Hospital No. 1, 1st Sanitary Train	F Hosp No 1 1st Sn Tn
One camp infirmary	1 camp ifmy
Camp Infirmary No. 1	Camp Ifmy No 1

Divisional Medical Supply UnitDiv Med Sup Unit
1st Engineers1st Engrs
1st Observation Squadron1st Obsn Sq
1st Mobile Veterinary Section1st Mob Vet Sec
One veterinary field unit1 vet fld unit
Field and Combat Trains, 1st In-	
fantryF and C Tns 1st Inf
Field train, animal-drawnF tn anl
Field train, motor-drawnF tn mtz

CAVALRY DIVISION

(See note)

101st Cavalry Division101st Cav Div
101st Cavalry Brigade101st Cav Brig
1st Cavalry1st Cav
1st Squadron, 1st Cavalry1st Sq 1st Cav
Troop A, 1st CavalryTr A 1st Cav
101st Machine Gun Squadron101st MG Sq
101st Horse Artillery101st HA
101st Engineer Battalion, Mounted	..101st Bn Engrs Mtd
101st Signal Battalion, Mounted101st F Sig Bn Mtd
Pack CompanyPack Co

NOTE:— In designating cavalry and field artillery brigades and cavalry division the appropriate designation always includes the words cavalry or field artillery.

Example: 101st Cav Div
17th FA Brig



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